
Report To: Inverclyde Integration Joint Board **Date:** 17 May 2021

Report By: Louise Long
Chief Officer
Inverclyde Health & Social
Care Partnership **Report No:**
IJB/23/2021/SMcA

Contact Officer: Sharon McAlees **Contact No:** 715282

Subject: THE PROMISE PARTNERSHIP FUNDING

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the IJB of the successful funding application made to The Promise Partnership to progress the cultural and system changes linked to #KeepThePromise.
- 1.2 The report offers an outline of the proposed plan developed by Inverclyde HSCP for the local delivery and progression of The Promise which will be referred to locally as – I-Promise (Inverclyde Promise)

2.0 SUMMARY

- 2.1 The Promise was published in February 2020, demanding change across the ‘care system’ in Scotland.
- 2.2 In support of this the Scottish Government made an investment in the Promise Partnership of £4m administered by Corra Foundation. This funding is aimed at helping organisations #KeepThePromise and bring about system change to ensure children and young people grow up loved, safe and respected.
- 2.3 On 5th February 2021 it was announced that investment of up to £50,000 is available to help organisations create capacity, adapt approaches and work towards cultural shifts and collaboration across the ‘care system’. These changes must reflect what is important to care experienced children, young people and families. This investment is about infrastructure change, which can include rethinking services, but it is not a fund for ongoing or new service delivery. The Promise Partnership investment is flexible, but funds should enable organisations to drive forward or implement system change plans in-line with The Promise.
- 2.4 In addition to the above, further investments of up to £200,000 via the Promise Partnership Diagnostic Route have been offered to help support and drive forward big ideas that reflect what is important to children, young people and families and to re-think current approaches and service delivery in-line with The Promise. A condition of the funding is that applications must be a partnership and there must be commitment to the Scottish Approach to Service Design (SAAtSD) model. All applications were by invite only. Inverclyde HSCP received an invite to apply on 15th February 2021 due to our commitment to The Promise being recognised nationally and specifically to focus on a key piece of work that will contribute to #KeepThePromise.

- 2.5 The submission timeframe was tight with closing dates of 1st and 8th of March 2021. The HSCP had been developing proposals around #KeepThePromise based on engagement with children young people and their families and our learning from the successful models of Proud2Care and Birth Ties which informed our Stop Go Pledges “*help me by helping my family*” and “*nothing about us without us*” . Submissions were made to both funds in partnership with CVS Inverclyde, Your Voice and Inverclyde Drug and Alcohol Partnership. The focus of the submissions was around developing a whole system approach to whole family support across Inverclyde by utilising the SAAtSD approach.
- 2.6 The Promise Partnership will support organisations who are focused on change and who are committed to cultural change. This requires leadership and buy in at a corporate level therefore Inverclyde’s Champions Board will play a pivotal role given the participation and co-production that currently exists between the Champions Board and care experienced young people. Since the publication of The Promise in 2020 HSCP Committee and Integrated Joint Board members have made requests for support in enabling them to fully understand their role in fulfilling The Promise again highlighting the willingness to continue to build on making changes that improve outcomes for care experienced children and their families.
- 2.7 The decision makers Panel reviewed the application and informed on the 29th March 2021 that Inverclyde HSCP had been offered investment from Corra Foundation through the Promise Partnership on behalf of the Scottish Government for £250,000. It was noted that the Panel felt the proposal reflected a strong commitment to #KeepThePromise.
- 2.8 The investment is for one year commencing April 2021. As part of the investment Inverclyde will work closely with the National Promise Team and expenditure must commence within 4 months.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Integration Joint Board:
1. notes the content of this report and the successful applications by the HSCP, in partnership with CVS Inverclyde and Inverclyde Alcohol Drug Partnership, to both Promise Partnership funding streams:
 2. agrees and supports the proposal of forming Inverclyde’s I Promise Team to take the lead in progressing the cultural and organisational shifts aimed at #KeepThe Promise; and
 3. authorises the Chief Officer to issue the Direction at Appendix 1 to the Chief Executives of Inverclyde Council and NHS Greater and Clyde.

Louise Long
Chief Officer

4.0 BACKGROUND

4.1 Beginning in 2016, The Independent Care Review was comprised of four stages each building on the last, these were Orientation, Discovery, Journey and Destination. Inverclyde were involved at each of these stages. The Review consulted with over 5,500 individuals with over half being babies, infants, children, young people and adults with experience of care. This also included over 300 families and voices from the paid and unpaid workforce. On 5 February 2020, the Care Review published seven reports, with 'the promise' narrating a vision for Scotland, built on five foundations. These five foundations are:



Children must be listened to and meaningfully and appropriately involved in decision-making about their care, with all those involved properly listening and responding to what children want and need. There must be a compassionate, caring, decision-making culture focused on children and those they trust.



The children that Scotland cares for must be actively supported to develop relationships with people in the workforce and wider community, who in turn must be supported to listen and be compassionate in their decision-making and care.



Where children are safe in their families and feel loved they must stay – and families must be given support together to nurture that love and overcome the difficulties that get in the way.



Children, families and the workforce must be supported by a system that is there when it is needed. The scaffolding of help, support and accountability must be ready and responsive when it is required.



Where living with their family is not possible, children must stay with their brothers and sisters where safe to do so and belong to a loving home, staying there for as long as needed.

- 4.2 The Promise is responsible for translating the findings of the Care Review into The Plan for change. The Plan will be phased across ten years from 2020-2030, with the initial phase focused on the urgent and immediate changes during years 20/21. The remaining nine years will focus on the deep work that will bring long lasting change. The key aspiration of the promise is an intention that love is no longer a casualty of the care system but the value around which it operates, wherever safe to do so children and families are supported to stay together and children and their families will be listened to respected and involved in every decision that affects them.
- 4.3 The Independent Care Review have outlined that, “The Plan will be ambitious, it will require commitment, strength, humility, and honesty. And it must be enacted so that Scotland’s children grow up *‘loved, safe and respected.’* Its phases will adapt to changing circumstances such as Covid-19 – to ensure they are flexible and agile enough to adapt to meet the needs of infants, children and young people and their families in the ever changing external environment. It will support work to communicate about the lived experience of care in ways that avoid stigma and uphold children’s rights.
- 4.4 The Promise Partnership fund was established as an investment focused on redesign development and implementation, and how to make significant changes to how services are delivered. The investment is flexible but has a clear expectation that funds will be used by a collaborative partnership to create leadership capacity including staff on the ground to enable them to drive forward big ideas. The Partnership fund cannot be used to support existing services.
- 4.5 Following an invite to apply for funding Inverclyde HSCP in partnership with CVS Inverclyde and Your Voice submitted a successful application to the Promise Partnership diagnostic route and have been awarded £250K for one year. This success of the bid was based in part on close working relationship with The Promise throughout the Independent Care Review and in recognition of our readiness to progress the work. Inverclyde with Life Changes Trust funding established an effective Champions Board

with the aim of giving a voice to care experienced children and young people and change their experience of the “care system”. The HSCP has worked effectively with Your Voice in working with and listening to our care experienced children and young people via Proud2Care. The Promise Partnership funding will enable Inverclyde to identify and design system changes that can be informed from our current learning and to reach out further across the community. Paramount to this will be the commitment to cultural changes in how Inverclyde HSCP and in turn our partners, delivers services across the partnership.

- 4.6 Members of the HSCP Committee and Integrated Joint Board have already made known their desire to better understand their role to #KeepthePromise and offer their support in making effective improvements for children young people and their families.
- 4.7 Inverclyde’s Plan will follow the same road map that was used for the Independent Care Review, namely Orientation, Discovery, Journey and Destination. Commitment to following the Scottish Approach to Service Design (SAtdSD) is a condition of the funding. This approach promotes the active participation of citizens (those who either receive the service, are eligible for the service or could receive the service in the future) and staff (all of those involved in the delivery of the service) in the definition, design and delivery of the service. The main purpose of using this approach is to design effective service journeys which deliver the best user experience and help people out of a difficult situation as efficiently and effectively as possible. This is a method already implemented within Inverclyde in our approach to areas of work such as Champions Board, Birth Ties, Families Together and Kinship Family Ties.
- 4.8 The plan submitted to the Promise Partnership is to resource the activity required by creating a small dedicated team (the Lead Promise Keepers) who will work across the partnership and with children, young people and their families to deliver I-Promise. This team will be made up of local partnership organisations from HSCP, CVS Inverclyde, Your Voice and with the opportunity for a graduate post and support from staff within Inverclyde ADP ensuring children, young people and families are connecting with local services building on relationships and support from within their communities and helping to build a sense of belonging where they live.
- 4.9 The dedicated I Promise Team will consist of the following roles and remits
 - The I Promise Senior Officer will be the connector between SMT, CMT, The ADP, the mental health programme board and the National Promise Team regarding the Promise activity taking place as part of I- Inverclyde. The senior officer will have accountability for progressing Promise Plans and supervise the I Promise Team Lead and Children’s Rights Officer as well as providing support to wider Team Leads in implementing the Promise. They will chair the I Promise Board and mentor senior officers recruiting them to be mentors and developing a mentoring programme.
 - The I Promise Team will lead on Champions Board and participation activity and have line management responsibility for the development and engagement workers. They will be lead for social media activity and promotional work and will be connector for practitioner groups and local and national working groups. They will provide support for all evaluation, monitoring and reporting.
 - Third Sector Development worker providing an independent lens to the work of the team connecting to all 3rd sector networks locally and nationally. They will support the delivery and development of Champions Board activity and be involved at all levels of participation and consultation.
 - The I Promise Coaching and Modelling practitioner and engagement worker will lead on coaching and mentoring for teams across the partnership provide the support to link development work and modelling practice on a whole family model incorporating practitioners from the fields of drug and alcohol, mental health, justice and children’s services with the goal of aligning these services to

the ethos and commitments of the Promise. This will include third sector providers.

- The I Promise apprentice /Trainee will undertake relevant training and professional development opportunities, lead in the presentation and delivery of the work of the team. Where possible we would seek to utilise existing graduate /apprenticeship posts within the council.
- I Promise resource worker will provide administrative and financial support to the I Promise Team and Champions Board. This role could be filled through flexible use of existing administrative/ finance post.

4.10 The I-Promise Team will have a key role in mentoring and modelling for the wider organisation and as such although there is a structural hierarchy within the team in terms of responsibility, there will be no hierarchy in the approach or accessibility of the team to wider stakeholders. The I Promise Team will be recruited predominantly on experience and the ability to establish effective working relationships. This reinforces the importance of relationships and promotes the foundation of People and Voice in the creation of the I Promise Team and upholds an agile way of working.

4.11 Sitting alongside this work stream is the wider Promise activity both at an HSCP level and as part of the strategic children's services partnership. Early activity around The Promise began within the multi- agency corporate parenting subgroup of Children's Services Planning Partnership in conjunction with The Champions Board. Moving forward it is hoped that the I Promise Team will have capacity to support the delivery of the wider HSCP commitment and planning activity for #KeepThePromise and potentially provide support from the learning taking place to other agencies and services to develop their own plans to deliver on the transformational change.

4.12 In terms of governance for the project, an oversight board will be created, to ensure that all stakeholders have a voice in ensuring that Inverclyde #KeepThePromise. It is suggested that membership of the oversight board will be Inverclyde 'Promise Keepers' and the board will be referred to as the I-Promise Board in effect rebranding Inverclyde's approach and language around corporate parenting. To ensure that the Voice of children, young people and their families as well as all stakeholders groups are heard there will be a range of sub groups created and supported throughout the journey by the I-Promise Team. It is envisaged this format will grow and develop and change as the work progresses. A structure will be created to ensure children, young people and families feed directly in to the work of the board and that the Promise Keepers from the board itself are accountable to the children, young people and families for #Keepingthepromise. At the same time there is a need to develop a governance structure to support his work in terms of the Children's services planning arrangements and Inverclyde's overall commitments to The Promise. It is hoped that this work will closely align and support those plans.

4.13 A range of methods will be used to gather and analyse data under the Foundation headings. This will mean robust scrutiny of quantitative data held on various data systems through the I Promise Oversight Board and engagement with children, young people and their families, to hear their lived experience. Inverclyde's ambition is to gather information from all care experienced young people, children and families in order to create a baseline and to learn from them what would mean change has happened. This will inform our future data gathering and map the change that takes place.

4.14 Establishing and resourcing the HSCP I Promise in the main can be funded through the Promise partnership fund and flexibility of existing resources however additional funding will be required to support some of the activity over the next year including conducting small tests of change in order to upscale areas of effective service delivery.

5.0 IMPLICATIONS

FINANCE

5.1 Financial Implications:

The following is based on the successful application to the Promise Partnership. The one year funding of £250k would be utilised to establish I Promise Team (as per attached proposal) and budget to conduct the discovery / design phase of I Promise plan including some test of change work.

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
IPromise Partnership	Employee Costs	21/22	65		To be job evaluated
	Payments to Other Bodies		95		
			33		Resourcing of discovery and orientation phases workforce /community engagement, communications graphics
Utilise Attainment monies /ADP funding	Employee Costs		60		test of change work Recruitment of a CLD apprentice for 3 years

Annually Recurring Costs / (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From	Other Comments
N/A					

LEGAL

5.2 There are no legal implications.

HUMAN RESOURCES

5.3 The implementation plan would include the creation of an I Promise Team and associated posts.

EQUALITIES

5.4 Has an Equality Impact Assessment been carried out?

	YES
	NO –

5.4.2 How does this report address our Equality Outcomes?

Equalities Outcome	Implications
People, including individuals from the above protected characteristic groups, can access HSCP services.	The proposals outlined in this report will reduce the inequalities faced by care experienced children and young people and their families including those within protected groups
Discrimination faced by people covered by the protected characteristics across HSCP services is reduced if not eliminated.	As above
People with protected characteristics feel safe within their communities.	None
People with protected characteristics feel included in the planning and developing of services.	I Promise will be rooted in the fundamental principles The Promise linked to Voice /People and care experienced children and young people and their families have participated in the development of I promise and will continue to do so.
HSCP staff understand the needs of people with different protected characteristic and promote diversity in the work that they do.	As above
Opportunities to support Learning Disability service users experiencing gender based violence are maximised.	None
Positive attitudes towards the resettled refugee community in Inverclyde are promoted.	None

CLINICAL OR CARE GOVERNANCE IMPLICATIONS

5.5 There are no clinical or care governance implications arising from this report.

5.6 NATIONAL WELLBEING OUTCOMES

How does this report support delivery of the National Wellbeing Outcomes?

National Wellbeing Outcome	Implications
People are able to look after and improve their own health and wellbeing and live in good health for longer.	I Promise will have a focus on whole family support aimed at improving wellbeing
People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community	None
People who use health and social care services have positive experiences of those services, and have their dignity respected.	I Promise is committed to listening, treating children and their families with respect and ensuring their voice is heard in all decisions that affect them

Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	I Promise will have a focus on service delivery
Health and social care services contribute to reducing health inequalities.	IPromise will be focused on improving wellbeing and reducing inequalities
People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.	None
People using health and social care services are safe from harm.	I Promise will focus on whole family support aimed at reducing risk and harm
People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	I Promise will be focused on service delivery and improvement
Resources are used effectively in the provision of health and social care services.	I Promise is focused on ensuring children and families are at centre and services are built around need

6.0 DIRECTIONS

6.1

Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	
	2. Inverclyde Council	
	3. NHS Greater Glasgow & Clyde (GG&C)	
	4. Inverclyde Council and NHS GG&C	X

7.0 CONSULTATION

- 7.1 The report has been prepared by the Chief Officer of Inverclyde Health and Social Care Partnership (HSCP) after due consideration with relevant senior officers in the HSCP.
- 7.2 Children and young people have been involved in all stages of the Independent Care Review as well as involved in the Launch of the Promise and discussions around future plans through the Proud2Care group beyond.

8.0 BACKGROUND PAPERS

- 8.1 <https://thepromise.scot/resources>



I Promise
Proposal.pdf

**INVERCLYDE INTEGRATION JOINT BOARD
DIRECTION ISSUED UNDER S26-28 OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT 2014**

1	Reference number	17.05.21 IJB/23/2021/SMcA
2	Report Title	The Promise Partnership Funding
3	Date direction issued by IJB	17.05.21
4	Date from which direction takes effect	17.05.21
5	Direction to:	Inverclyde Council and NHS Greater Glasgow and Clyde
6	Does this direction supersede, revise or revoke a previous direction – if yes, include the reference number(s)	No
7	Functions covered by direction	HSCP Children and Families Service
8	Full text of direction	<p>The IJB is asked to approve the development of Inverclyde’s I Promise Team funded via the Promise Partnership.</p> <p>The Council/NHS is asked to employ a Senior Officer at the appropriate grade subject to job evaluation and to fund a modern apprenticeship post. Additional staff outlined in the report to be employed in partnership with third sector partners.</p>
9	Budget allocated by IJB to carry out direction	<p>The Promise Partnership has been awarded one year’s funding of £250k, additional resource of £3k to be utilised via ADP funds and Care Experienced Attainment Funding.</p> <p>The Council/NHS is asked to job evaluate Senior Officer (Programme Manager) advertise and employ.</p>

		The Council is asked to work with third sector partners to employ the support grade staff to support the Promise.
10	Outcomes	<p>The key aims of I Promise will be to support Inverclyde to deliver on The Promise Plan developed from the findings of the Independent Care Review. This will include priorities around</p> <ul style="list-style-type: none"> • a good childhood • whole family support • workforce support • planning • capacity building <p>The work will help assist in delivering on HSCP 6 Big Actions and the National Wellbeing Outcomes</p>
11	Performance monitoring arrangements	In line with the agreed Performance Management Framework of the Inverclyde Integration Joint Board and the Inverclyde Health and Social Care Partnership. This Direction will be monitored and progress reported bi-annually.
12	Date direction will be reviewed	May 22