
Report To:	Social Work & Social Care Scrutiny Panel	Date:	12 March 2024
Report By:	Kate Rocks Chief Officer, Inverclyde Health & Social Care Partnership	Report No:	SWSCP/10/2024/JB
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Subject:	The Lens Project		

1.0 PURPOSE AND SUMMARY

- 1.1 For Decision For Information/Noting
- 1.2 The purpose of this report is to update the Social Work and Social Care Scrutiny Panel on the partnership between the HSCP Children and Families service and The Lens Project.
- 1.3 Inverclyde HSCP are committed to keeping The Promise and ensuring children and young people have good childhoods. We are focussing on three priority areas – Good Childhoods, Whole Family Support and Supporting the Workforce. The Lens Project has partnered with Inverclyde HSCP including the iPromise Team to develop an Ideas to Action Programme which supports Inverclyde's vision and ambition to deliver The Promise and improve outcomes for our children and young people.
- 1.4 The programme recognises work to mitigate local challenges around recruitment, the impact of Covid-19 and the cost-of-living crisis, whilst emphasising the organisational culture to ensure the workforce, children and families are at the heart of service design.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Social Work and Social Care Scrutiny Panel note the update, alongside the evaluation report at Appendix 1.

**Kate Rocks
Chief Officer
Inverclyde HSCP**

3.0 BACKGROUND AND CONTEXT

- 3.1 The Lens programme was launched on 5th September 2023 at the Beacon Arts Centre where the Ideas to Action programme was explained as part of our commitment to The Promise. It was anticipated that 30 colleagues from children's services and the Promise team would attend. Over 60 people took part on the day, reflecting the extent of positive engagement with the concept.
- 3.2 The HSCP pledged £50,000 funding from the Transformation Fund to develop and test up to six ideas. Following the launch, 12 applications were submitted by staff for the Ideas to Action Programme and shortlisted by a Project Team. All applicants were given feedback, rationale, and routes for their ideas with six ideas chosen for the developing ideas workshops.
- 3.3 Groups behind shortlisted ideas then took part in a series of five structured workshops with the Lens Project, focused on business storytelling, business model canvas and value proposition, prototyping and securing investment. Opportunities were created to ensure our children, young people and families were included in project design with them being listened to and views being instrumental to the design.
- 3.4 The workshops equipped frontline staff with the skills, capabilities and tools to develop and test ideas and presented investment ready proposals to senior managers that have the potential to be replicated and scaled across Inverclyde HSCP.
- 3.5 The workshops culminated in an Investment Event on 7th December 2023, when each team pitched their idea to an Investment Panel, namely the Chair and Vice Chair of the Integration Joint Board, HSCP Chief Officer and Chief Social Worker, in the hope of securing financial support from the investment fund, and/or organisational support to test and implement their idea.
- 3.6 The six ideas were:
 - **It Takes a Village:** a community-based approach with local volunteers to provide practical support, life skills and ongoing nurturing, to support our young people to grow in confidence and be a safe port in the storm as they navigate their own lives.
 - **Throughcare Hub:** a person-centred, flexible, and supportive environment for young people to learn new skills, gain qualifications and grow in confidence at their own pace. Our idea is rooted in The Promise: helping our young people feel prepared for their future by placing scaffolding around them.
 - **Connected 2 Care:** build earlier, meaningful relationships with our families, to bridge disconnect, build trust, resilience, and support before reaching a crisis point. By investing in relationships, we can create a ripple effect for positive change.
 - **Feel Good Fund:** investing in young people in our children's houses by creating bespoke experiences for them, investing in staff and young people's relationships, equipment and activities. Our kids deserve to have 'normal family' experiences, building a bank of positive memories and achievements, and showing them that anything is possible.
 - **Home from Home:** our children, young people, families, and staff tell us regularly that the spaces we use to facilitate Family Time simply do not work. They are unnatural, sterile and carry stigma. We will create a home from home for relationships to thrive in an environment made for families.
 - **The Practice Pad:** provide independent living skills to our young people at an earlier stage and support them to practice living on their own in a safe, supported environment, before they take on a tenancy of their own.

3.7 Four ideas received financial investment:

- Throughcare Hub
- Feel Good Fund
- Home from Home
- The Practice Pad.

3.8 Meanwhile, the two ideas which did not seek or require financial investment (It takes a Village and Connected 2 Care) will be included within the forthcoming redesign of children and families services.

3.9 Frontline staff have reflected on their learning and their journey through their training, development and workshops with recognition of their effort, outstanding commitment, determination and teamwork despite facing ongoing challenges around capacity and time.

3.10 The outcomes of the Ideas to Investment programme formed part of an evaluation report, along with a review by staff of their participation and experience through the entire process. This is included at Appendix 1.

4.0 PROPOSALS

4.1 All six ideas have the potential to improve the lives of children, young people and families. These ideas are now being supported towards implementation and will challenge existing systems and structures which will be taken forward into the redesign of children and families services to improve outcomes for our children, young people and families.

4.2 The Leadership and Project Team are committed to keeping the momentum going and supporting the ideas teams with the implementation phase. Progress is under way in terms of regular meetings to surface challenges and progress with the teams.

4.3 The ideas will support local achievement of Inverclyde’s five ‘Stop and Go’ pledges by the iPromise Board:

1. Help me by helping my family.
2. Nothing about me without me.
3. Try and keep me where I am and support me for as long as needed.
4. Help me to understand what’s happening and why.
5. Help me to understand me and my experiences.

5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		X
Legal/Risk		X
Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People’s Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

5.2 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.3 Legal/Risk

N/A

5.4 Human Resources

N/A

5.5 Strategic

This programme continues to fully support Inverclyde's Children's Services Partnership Plan:

- Outcome 1: children, young people and families are listened to, and their views are instrumental in designing and delivering services.
- Outcome 2: children and young people's health and wellbeing is promoted and improved.
- Outcome 3: children and young people feel safe and loved and are supported to stay in their families.
- Outcome 4: children, young people, families and services work together to reduce inequalities.

5.6 Equalities, Fairer Scotland Duty & Children/Young People

N/A

(a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

	YES – Assessed as relevant and an EqIA is required.
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision: -

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO – Assessed as not relevant under the Fairer Scotland Duty.

(c) Children and Young People

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
X	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights.

5.7 Environmental/Sustainability

Summarise any environmental / climate change impacts, positive or negative, which relate to this report.

Has a Strategic Environmental Assessment been carried out?

N/A

	YES – assessed as relevant and a Strategic Environmental Assessment is required.
X	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

5.8 Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
x	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

6.0 CONSULTATION

6.1 Consultation has been key to each investment and is ongoing with our children, young people and families.

7.0 BACKGROUND PAPERS

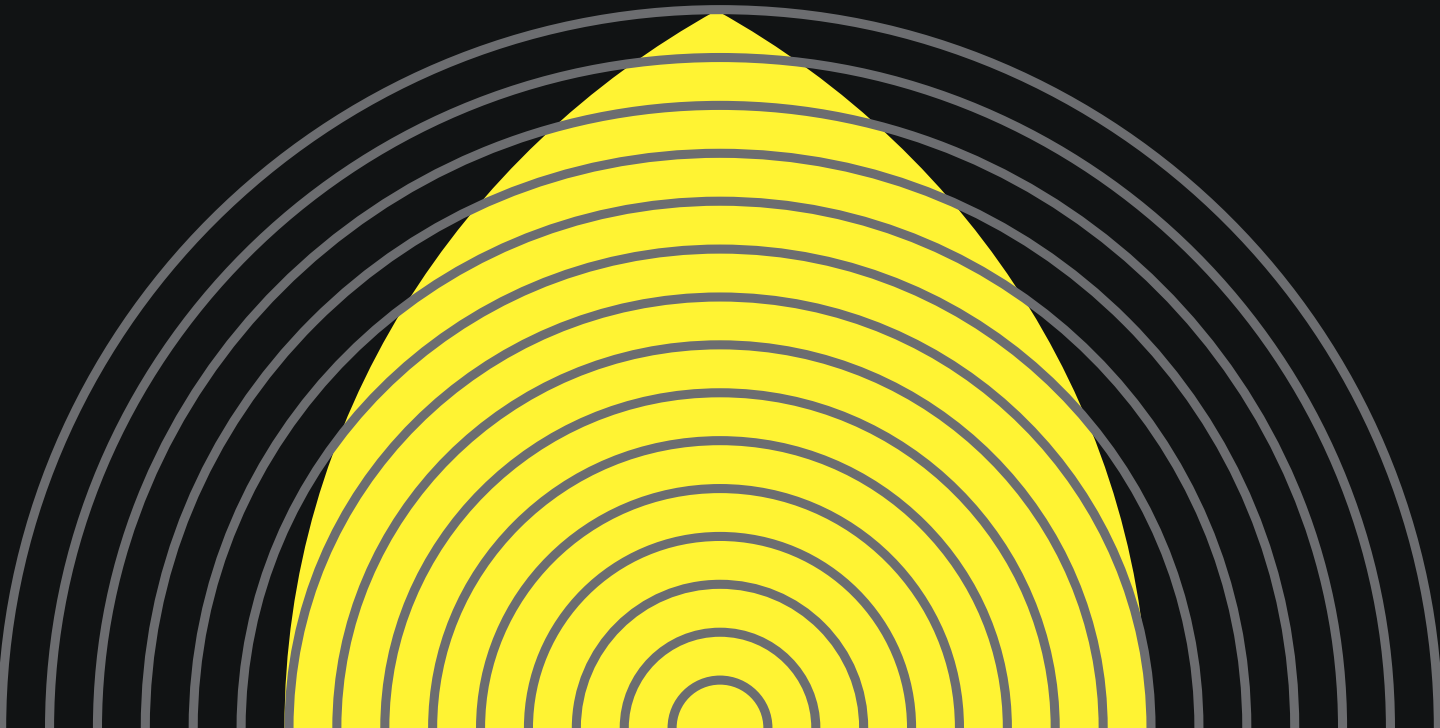
7.1 None.

THE LENS

Valuing Ideas.
Inspiring People.
Powering Innovation.

Inverclyde Health and Social Care Partnership: Ideas to Action Programme

Evaluation Report
December 2023



INTRODUCTION

The Lens team are delighted to report on the positive outcomes of Inverclyde HSCP Ideas to Action Programme, August-December 2023.

The purpose of the Programme was to generate creativity and innovative ideas, supporting Inverclyde HSCP's commitment to Keep The Promise and ensure children and young people have 'Good Childhoods'.

Inverclyde HSCP pledged £50,000 to develop and test up to six ideas that would demonstrate impact. Over an immersive six-week journey, the programme aimed to:

- Create a broader understanding of the needs of children, young people, and families in Inverclyde.
- Develop ideas into investment-ready propositions.
- Develop people – their confidence and innovation skills.
- Enable staff to incorporate business development skills into their role.
- Showcase replicable ideas.

The voice of children, young people and families was central to the process.



DEVELOPING INTRAPRENEURSHIP: PEOPLE AND IDEAS

Launch to Shortlisting

The programme was launched at a bespoke 2-hour event on 5th September 2023 at the Beacon Arts Centre, Greenock. It was anticipated that up to 30 colleagues from Children's Services and The Promise Team would attend...over 60 people took part on the day. This is testament to the work behind the scenes by the Project Team: Lesley Ellis, Joan McLennan and Lynn Smith.

Jonathan Hinds, Head of Children's Services and Chief Social Work Officer, led with key messages emphasising the Programme as a capacity building and development opportunity for people and their ideas. Jenny Coxon from The Lens facilitated a series of short activities and discussion points for colleagues to explore ideas and leadership actions to Keep The Promise and ensure children and young people have 'Good Childhoods'. 52 ideas were generated and shared through the session.

Following the launch, 12 applications were submitted for the Ideas to Action Programme and shortlisted to 6 by the Project Team, Jonathan Hinds and Kate Rocks, Chief Officer. All applicants were given feedback, rationale, and routes for their ideas.

Workshops Overview

Workshops were based at Barnardo's Nurture Centre and ran at pace over 5 weeks.

The Lens' tried and tested model for developing people and their ideas, is a series of 4 sequential modules:

- Business Storytelling: learning to talk about ideas in a compelling way that builds teams and momentum around them.
- Business Modelling & Value Proposition: understanding how to focus on delivering value to customers, using tools and resources.
- Prototyping and Testing: introducing user-led design, market testing and prototyping to help better meet customer needs.
- Pitching: integrated key learnings and transform into engaging and compelling 5-minute pitch to secure investment.

Reflections on this journey include:

"The style and timings of the workshops kept me motivated and held my interest. It was good to be pushed out with my comfort zone."

"The workshops were helpful in helping us structure our idea."

"Loved the journey...felt I was seeing something through to the end. Jenny was great at pushing us, while also holding our hand."

"This has helped us to see how our ideas are all connected."

"The experience has really pushed me out of my comfort zone and helped us to unpick our idea and explore gaps. It's been eye-opening."

"I don't usually like training and learning environments. This has been really engaging and enjoyable. We've got a lot out of this as a team, and having time to be creative and work on our idea together has been great."

"I enjoyed the opportunity to have a voice and the pace of the workshops worked well. The workshops helped create a team within the teams who supported each other and helped with pitches. The timings of the workshops worked well as it kept up the momentum needed to keep going."

"Loved the journey and what I learned at the workshops. It will stand me in good stead for the future, with other things in my life. This process allowed me to have a voice and affect change."

The 8 staff who attended the workshops showed outstanding commitment, passion, determination, and teamwork. Out with the workshops, they faced ongoing challenges around: capacity/ time and team support. The final pitches presented at Investment Event are a credit to the effort that was put in.

Investment Event and Decisions

The Programme culminated in a small Investment Event on 7th December at the Beacon Arts Centre. Each team pitched their idea to an Investment Panel (Kate Rocks, Jonathan Hinds, and Cllr Robert Moran and Alan Cowan from Inverclyde's IJB) in the hope of securing financial support from a £50k investment fund, and/ or organisational support to test and implement their idea.

All six ideas developed through the Programme have the potential to improve the lives of children, young people and families. Some ideas were investment-ready and others will benefit from further support. Every idea has a pathway of support. Some ideas are ready for implementation and will enable learning from their application. Other ideas have implications – challenging existing systems and structures which will be taken forward into the service re-design in 2024.

INVESTMENT EVENT AND DECISIONS

4.

Team Pitching	Idea	Ask	Decision and Summary of Next Steps
Clare Fallone and Heather Sharp	It Takes A Village is a community-based approach to filling a huge gap in Inverclyde. Through practical support, life skills and ongoing nurturing, our 'villagers' will support our young people to grow in confidence and be a safe port in the storm as they navigate their own lives.	More time and further support.	Offer of further support from Leadership Team to work on this idea. Agree that it is needed and would sit well within the redesign. The team need to think about the governance and risk of the idea moving forward, and how to measure the proposed outcomes.
Tracy Reilly and Jennifer Leith	Throughcare Hub will offer a person-centred, flexible, and supportive environment for young people to learn new skills, gain qualifications and grow in confidence at their own pace. Our idea is rooted in The Promise: helping our young people feel prepared for their future by placing scaffolding around them.	£6,000	Full amount awarded. The idea is an empowering and realistic one. The team need to think about how they can increase scale and ambition, and should continue to collaborate with key stakeholders.
Caroline McCahill	Connected 2 Care will, through building earlier, meaningful relationships with our families, bridging the disconnect, building trust, resilience, and support before we reach crisis points. By investing in time for relationships, we can create a ripple effect for positive change.	£38,634 or support to bring this into service re-design.	Agree that this is a problem. Further, the importance of positive, non-stigmatising relationships is critical. Caroline will be brought into service re-design conversations in early 2024.
Gill Roxburgh	Feel Good Fund. In our children's houses, we have an opportunity to create bespoke experiences, at points of crisis and beyond, by investing in staff and young people's relationships, equipment and activities. Our kids deserve to have 'normal family' experiences, building a bank of positive memories and achievements, and showing them that anything is possible.	£20,000	Full amount awarded. The idea reduces inequality, builds relationships and better outcomes. The team need to think about the decision making processes to make sure that it's appropriate for the desired outcome.
Yvonne Sheekey	Home from Home. Our children, young people, families, and staff tell us regularly that the spaces we use to facilitate Family Time simply don't work. They are unnatural, sterile and carry stigma. We will create a home from home for relationships to thrive in an environment made for families.	£17,036	Full amount awarded. The idea is a practical way to improve quality family time and capacity within families. Moving forward, the idea would benefit from collaboration with other partners to sustain and replicate.
Aileen Wilson	The Practice Pad will provide independent living skills to our young people at an earlier stage and support them to practice living on their own in a safe, supported environment, before they take on a tenancy of their own.	Option 1: £18,478.92 Option 2: £7,779.00	Option 1 awarded – TBC by Inverclyde. The idea provides a valuable safety net for young people and helps young people to make informed decisions about leaving home. The team need to think about collaborating and learning from others across Scotland to see how the idea can be scaled.

Total ask: £100,148.92 **Total awarded: £61,514.92**

Next Steps and Final Reflections

The Leadership and Project Team are committed to keeping the momentum going and supporting the idea teams with the implementation phase. Progress is under way in terms of conversations to release finances, support with practicalities and communicating the outcomes of the programme across the wider organisation. Regular meetings, led by Lesley Ellis, to surface challenges and progress with the teams, are being arranged.

“The lessons learned during the Programme are so valuable and reinforced that – “We can do this!“. It was amazing and given us hope for the future.”

“The facilitation from The Lens brought out the best in our staff. I feel really fortunate to have such great people working at Inverclyde.”

Thank you.

The Lens is a registered charity: SC046025

