



Item No: 7

Meeting Date: Wednesday 25th August 2021

**Glasgow City
Integration Joint Board
Public Engagement Committee**

Report By: Mike Burns, Assistant Chief Officer, Children's Services

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Glasgow's Promise Plan, Planning and the Children's Transformation Programme

Purpose of Report:	To update the Public Engagement Committee about the strategic direction in Children's Services in line with the Promise and provide an overview of the participation of children, young people and their families in the development and redesign of services.
Background/Engagement:	<p>In October 2016 the First Minister announced an independent root and branch review of care driven by those with experience of care. Fiona Duncan was appointed to chair the review and at the point of concluding, the Care Review had listened to 5500 experiences.</p> <p>The Care Review has produced seven main reports:</p> <ul style="list-style-type: none">• The Promise (and a Pinky Promise for younger readers)• The Plan• The Money and Follow the Money• The Rules• Thank you <p>https://www.carereview.scot/independent-care-review-reports/</p>
Recommendations:	<p>The IJB Public Engagement Committee is asked to:</p> <ol style="list-style-type: none">a) Note the content of this report and;b) Note the alignment of the strategic direction for Children's Services with 'The Promise'.

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Relevance to Integration Joint Board Strategic Plan:

'The Promise' has direct relevance for the delivery of children's services in the HSCP and to the direction of travel in relation to the transformation programme.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	All 9 national health and wellbeing outcomes and the implementation of the national policy Getting It Right For Every Child (GIRFEC).
Personnel:	No immediate implications
Carers:	The Promise notes a cultural shift in the support to both Parents, carers and indeed Kinship Carers. The current Transformational agenda within Children's Services also seeks to better align the coordination and strategic approach with the Carers Service and the funding available to support caring. Further engagement is necessary with Parents, Carers, Kinship Carers and indeed those Carers responding to mental health complex disability and neurodevelopmental challenges.
Provider Organisations:	The proposals within 'The Promise' are aligned to the transformation agenda in children's services. There is an emphasis on supporting families which fits well with the Glasgow's Family Support Strategy.
Equalities:	The report aims to highlight Glasgow HSCP's response to the Independent Care Review and the participation and engagement with children, young people and their families. An EQIA has been completed for both the Family Support Strategy and also for the additional Mental Health monies at Tier 1 and 2.
Fairer Scotland Compliance:	The Children's Transformation Programme and the Family Support Strategy actively seek to reduce inequalities and to ensure that where children are socially and economically disadvantaged achieve positive outcomes and are actively promoted. 'The Promise' fits well with the approach in these strategies.

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Financial:	<p>There are specific reports in relation to financial implications and investment within the Care Review reports <i>The Money and Follow the Money</i>. The Partnership is currently exploring all the financial implications of implementation.</p> <p>The current Care Experienced Fund (CEF) provided by the Scottish Government and allocated to both Education and the HSCP (@ £2.2m-August 2021-August 2022) is aligned to the aspirations of the Promise, but more importantly, the need for further savings and reinvestment in prevention remains critical.</p>
Legal:	<p>There are recommendations with the documents that may necessitate changes in the law.</p>
Economic Impact:	<p>The reports <i>The Money and Follow the Money</i> make specific reference to the economic impact of the current 'care system' for Scotland.</p>
Sustainability:	<p>Not applicable</p>
Sustainable Procurement and Article 19:	<p>Not applicable</p>
Risk Implications:	<p>There may be challenges in terms of delivery that could cause financial risks.</p>
Implications for Glasgow City Council:	<p>Changes in culture and practice will be required.</p>
Implications for NHS Greater Glasgow & Clyde:	<p>Changes in culture and practice will be required.</p>

1. Background

- 1.1. In October 2016, the First Minister announced an independent root and branch review of care that should be shaped by the voices of children, young people and adults with experience of care and 5,500 of those people informed the lessons, outcomes and recommendation of the review.
- 1.2. The Care Review concluded in February 2020 by publishing 'The Promise', Scotland's pledge to do what 5,500 people told us that we needed to do and to make things better for our children, young people and their families who need our help and support.
- 1.3. The current established city-wide Care Experienced Board has taken the lead to develop a comprehensive plan and response to how Glasgow will keep 'The Promise.' The Board includes Health and Social Care Partnership representatives from: children's residential services, fostering and adoption services, the independent care and review team, specialist children's services, health visitors and nursing services and children's rights. Alongside

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partners from: Education Services, Police Scotland, Scottish Children's Reporter Administration (SCRA), Children's Hearings Scotland and representation from the third sector's Citywide Forum. This group has the overview of the city's partnership commitment to 'The Promise.'

Fundamentally, this Board must now operate with children and young people as full members of this strategic Board representing not only the aspirations and ethos of the Promise, but through partnership in Glasgow demonstrating the necessary cultural change around voice, participation and influence.

- 1.4. The Promise report is divided into 5 key themes Voice, Family, Care, People and Scaffolding. All these themes stress the importance of listening to children, young people, families and people with lived experience to ensure they actively contribute to their care, support and the design of services to meet their needs.
- 1.5. The Promise report and expectations align well with the work being undertaken in Glasgow and in planning and designing services in the City. Much consideration and thought has been given to the involvement of children, young people and their families in relation what services should look like, and how their views and experience contribute to continuous improvement.

2. Public Engagement and Participation

- 2.1. There has been ongoing engagement with children, families and stakeholders and taken together with the 5,500 voices that contributed to The Promise this has informed several developments within Glasgow City.
- 2.2. In March 2021 the [Children and Young People's Integrated Service Plan 2020-2023](#) was published. It outlines the key areas of focus for children's services over the next three years. The plan sets out the strategic direction for the planning and delivery of services for children, young people and families in Glasgow City. It is a requirement of the Children and Young People (Scotland) Act 2014 and has five aims:
 - Young people are safe, protected and valued in their communities and neighborhoods
 - Children and young people's health and wellbeing is promoted and improved
 - Children and young people are well supported in their homes and communities
 - Children and young people achieve high quality outcomes through excellent and inclusive education and employment opportunities
 - Children and young people are involved and included, and their views are influential in the development and delivery of services
- 2.3. The Children and Young People's integrated Services Plan was developed in collaboration with a range of public and third sector organisations and encapsulated feedback from parents / carers and practitioners, as well as children and young people about their priorities for improving services. **875**

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children and young people and a further **450** parents, carers and practitioners were consulted and contributed to the above plan.

- 2.4. As a result, the plan has a focus on mental health and poverty, which are areas that children and young people identified as priorities, and which have been a key focus for services over the period of the COVID-19 pandemic.
- 2.5. Glasgow City Health and Social Care Partnership has developed and delivered a **Family Support Strategy** which has been co-produced with the Third Sector, CELCIS (Centre for Excellence for Children's Care and Protection) and with the voice and participation of over 90 families and children with lived experience of working with social care services.
- 2.6. The Strategy has two components:
 - A service that offers **an early and preventative approach** that provides the foundations to radically improve practice and secure transformational change. This whole system approach has turned the focus of all key staff and stakeholders on prevention and on the needs of our localities, our communities and our neighbourhoods. It is intended that families will get access to this service without the need for referral via social work services and statutory intervention.
 - A service that offers **Intensive Support** to families in crisis and whose children may be at risk of coming into care. This service focusses on the strengths of families and promotes a philosophy of 'voice, validation and hope.' Critically and importantly, this change in practice focuses on building on how strengths and assets can be capitalised upon, rather than focusing on risks and negatives. This team describes families as experts of their own stories and emphasises how working with families and communities in this way has offered greater positive outcomes and greater impact for the children or young people with whom they are involved.
- 2.7. The Care Experienced Board have been supporting Glasgow's Young Champion's Board, People Achieving Change (PAC) to design and commission a survey about the mental health of care experienced young people. They want to know about young people's experiences and expectations of services for their mental health. The survey went live at the beginning of August 2021 and will conclude at the end of September. Using the results of the survey, the care experienced young people hope to influence the redesign and delivery of services in the future.
- 2.8. A team of **Independent Review Officers (IROs)** have also been successfully recruited, as part of a step-change in promoting voice, participation and engagement with respect to young people and children's choices, views and needs within their own care plans. This Independent Care and Review Team are taking the lead in the care planning for all children and young people who are in care. They are paying particular attention to the children in our provided residential services, children who have recently come into care and children and young people who are not in the same care placements as their brothers and sisters. They meet with all the children and young people to capture their views and ensure their voice is heard at any formal review or care planning meetings.

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As part of this approach around participation, young people have also recently been involved in the recruitment and interview process for the IRO's; a further tangible demonstration of listening to their views and experiences and empowering them to influence and contribute to our system of assessment and care planning.

- 2.9. Some of the aforementioned activity has previously been highlighted to committees in terms of the strategic direction of Children's Services in Glasgow and referred to as part of the transformational programme. This programme has been commended by the findings of the Child Welfare Inequalities Project (2020) highlighting our focus on prevention:

"The transformation programme for children's social care in Glasgow has resulted in almost fewer than 500 (*now over 600*) children in foster and residential care, a third of the total in 2016, and a 60% reduction in the numbers of children entering care. A spin off has been a remarkable 70% reduction in placement moves for children in care. These changes have been accompanied by and have facilitated a doubling of expenditure on family support. This has been based on a recognition that services were too focused on moving from risk to removal, rather than on reducing risk while maintaining existing relationships." (Bywaters and CWIP, 2020, page 51).

3. The Promise Plan

- 3.1. While the alignment to the Children's Transformation Programme in Glasgow is noted and significant progress has been made, much is still required to deliver on the longer-term aspirations of 'The Promise.'
- 3.2. Glasgow's Promise Plan has been developed by those partners responsible for ensuring Glasgow is able meet the expectations of the 5,500 contributors to this important review of children's care.

The Plan has been developed around the themes,

- What's working well?
- What's not working well?

And critically,

- **What do we need to do?**

- 3.3. On 28 April 2021 around 60 people, who had an interest, were brought together in a virtual workshop to discuss the work underway to fulfil Glasgow's commitment to the Promise and to our children, young people and their families. To also reflect and learn from what is happening nationally in relation to Scotland's Promise. Representatives from the Government's Promise Team described their expectations and the Scottish approach to service design and to discuss how we could work collaboratively to address some of the challenges the lie ahead. The feedback from the event was overwhelmingly positive and of note,

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"excellent workshop thanks, lots of information that is also transferable to all of the work we are progressing to improve services for children and their families."

"I have really enjoyed connecting today!! Leaving the session really hopeful for the families and workforce across Glasgow!!"

3.4. **The Promise Plan for Glasgow has identified 100 Actions.**

3.5. The names of those who will lead the action is also noted. Young people have clearly told us they do not want to see the agency or organisation named in the plan; as it is meaningless to them. Instead, they want to see the names of individuals in order that they can hold people to account and track progress.

3.6. The plan is detailed and covers areas including;

- thinking about the language that is used when interacting with children, young people and their families
- improved planning for services
- advocacy and rights
- the educational outcomes for our young people
- accessibility for our children and young people to participate in meetings and
- the development Young People's Advisory groups.

4. **Next Steps**

4.1. The Care Experienced Board have identified 3 key actions, in addition to those in the Promise Plan, that are required to further the engagement, development and participation of children, young people and their families to encourage them to contribute to Glasgow's aspirations:

- Create a child / young person friendly presentation of the Promise Plan
- Recruit 3 participation workers and invite care experienced young people and adults to apply to become advisors on a day to day basis.
- Develop a 'Glasgow Promise' website.

5. **Recommendations**

5.1 The IJB Public Engagement Committee is asked to:

- a) Note the contents of this report and;
- b) Note the alignment of the strategic direction for Children's Services with 'The Promise'.