

Dumfries and Galloway Corporate Parent

'Our Promise'



#DeliveringOnThePromise
Transformation Activity

Dumfries &

Galloway

Together is
Better

Message for the Management Team

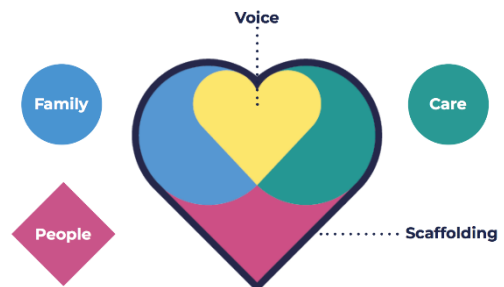
After three years, the Independent Care Review has delivered its verdict on Scotland’s care system. Five and a half thousand people from across the care system were spoken to as part of the expansive review, 2,500 of those being children and young people with lived experience in care.

The review is damning in its condemnation of the current system, and extensive in its recommendations for the future of care. It found that care in Scotland is **“fractured, bureaucratic and unfeeling”** and does not **“adequately value the voices and experiences of those in it”**. The Care Review heard that Scotland needs to change how it cares for children.

Children don’t need a system that stops things happening to them, they need a system that makes things happen for them. Our transformation activity, set out below, is just the start of our journey to make change happen.

The Care Review has taken everything it heard and organised it into different groups – five “foundations for change”, each of our transformation activity aligned to foundation(s):

Voice	When children speak, adults must really listen to them. Adults must make sure that children are included in decisions about their lives.
Family	If children are living with their family and are safe and feel loved, they should stay there. Their family should be given all the help they need to stay together. If they need extra help when things get difficult, they should get it.
Care	If children cannot stay with the adults in their family, they will stay with their brothers and sisters. The home they live in together will be a place where they feel safe and loved. It should be their home for as long as they want and need it to be.
People	Relationships are important. Adults must make sure children are able to stay close to the people they want to and keep in contact with them. Adults must also help children make new relationships as they grow up. Sometimes adults need some help too. The adults who are close to children must get the help they need to make sure they can do their best for children.
Scaffolding	Help and support must be there for children and families whenever they need it. It must also be there for the adults who are close to children and families. It is important everyone knows where to go for help and that it is ready when it is asked for.



Between now and 2024, our transformation programme will be updated regularly to capture the work underway to **#KeepThePromise** – this is in line with The Promise Scotland’s Change Programme One and is **‘Our Promise’ to deliver change.**

Our Children and Young People tell us -

I went into care, but my cousins, brothers and sisters were allowed to stay at home

I wish there was a way for people who left care straight away to change their minds. Some folk love it but I think I realised I wasn't ready and didn't really

'Wains taken into care as children should have someone speak to them when they're

'Having a worker you actually have a good relationship with makes a difference, you don't feel stupid for asking them questions and you know they'll tell you as much as they are allowed to. Having a worker you don't trust makes everything so much worse cause you don't trust that they care at all'

'I was only 4 when I got taken into care so it wasn't ok to tell me what was happening at the time but no

'I would like to have known more about my carers'

'I didn't like that I was labelled under care'

'I would have liked if people spoke to me about things. To have known what was okay / what

Me and my siblings were split up cause there were too many of us. We went from seeing each other every day, all the time to seeing each other once every 2 or 4 weeks in a council waiting room. I'm glad I still got to see my siblings, but it's not the same as living with them. I

'I think a lot of people don't know why they are in care because nothing changed at home before they were removed - it's just that social work found out what was going on and so they were removed. It's not till your older you realise that home wasn't good or right but nobody speaks about it properly cause it's just assumed teenagers know what's

'I wish everyone had the experience I did, my social worker was there with me through everything

'It would be really good to get a profile or pack about where you're going before you go - some carers have really strong rules so it'd help for people to get ready and know what to

I'm 19 and really wanted to think things were different now for children and young people going into care but I don't think it's changed that much. We have all went into care years apart but we're all suggesting the same stuff as each other...I think it would be good to get the basics right. Cause you can only experience going into care properly once and if that's a bad experience then

Corporate parenting is so weird to me. It's so awkward when folk act like your mum or dad when they don't know anything about you. I think for it to work, people need to be less corporate in how they actually speak to young people

What does this mean for us?

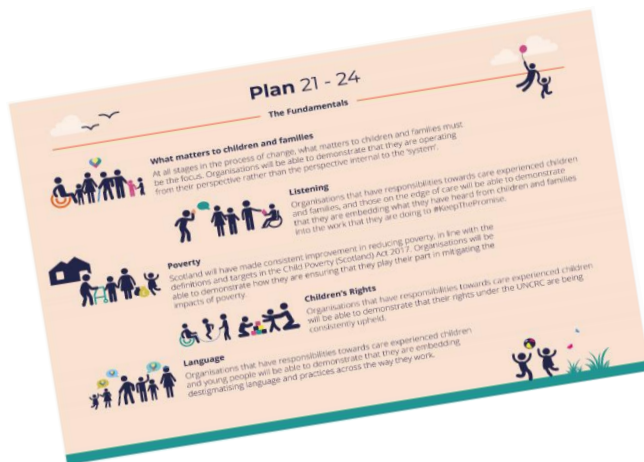
From now until March 2024 'Our Promise' will be to ensure –

- early intervention and prevention will become standard
- necessary legislative reform underway is met to make sure The Rules are enabling
- A practice and culture change programme will be embedded

The five foundations are at the heart of our new Corporate Parenting Plan, with our Plan identifying four workstreams - **1 Accommodation; 2 Health; 3 Education; 4 Interaction with Young People.**

In addition to these action plans, to deliver on these foundations we are now giving thoughtful reform including the potential of a redesign of current services and establishing new services, based on meeting the needs of those we serve, rather than the needs of our systems.

The fundamentals underpinning the priority areas of the Promises Plan 21-24 together with the five priority areas for 21-24 will be our focus on making significant and substantive changes to the lives of our children, young people, families and carers.



We recognise consideration needs to be given to the impact on our service and the resourcing of. We will consider what current services we need to redesign and what/where we need to establish new service, this will form changes to our operational practices and included in our transformation programme as we move forward. All plans and activity will be developed with our children, young people, family, carers, partners and third sector organisations.



Our Children and Families Social Work Services staff together with our children, young people, families, carers, our colleagues from other services, our partners and third sector organisations are very much looking forward *'to give all children and young people – who are the experts in their lives – influence and shape the services which are being provided for them to make sure they get the right help at the right time'*.

This is the first version of our Transformation Programme. It provides a starting point which we will continue to develop for all our priority areas of change together with learning from others on their transformation journeys including benefiting from the Promise Scotland's Communities of Interest and the Ideas Bank. To further compliment this we have a member of our team successful in securing a place at the Promise Service Redesign School later this month.

The Corporate Parent Group will be responsible for recording change as it happens, monitor progress, identify gaps and risks with progress reports presented to Social Work Services Committee on a six-monthly basis.

All plans and activity will be developed with our children, young people, family, carers, partners and third sector organisations.

Thank You,

Stephen Morgan
Senior Manager, Children and Families Social Work Services

V1 August 2021

‘Our Promise’ #Delivering on The Promise Transformation Activity as at July 2021

Our Transformation and Change Activity is aligned to the Promises 21-24 five priority areas

A good childhood	Whole Family Support	Planning	Supporting the workforce	Building Capacity
Support A right to an education Relationships Brothers and Sisters Youth Justice Advocacy Moving on Physical Intervention	Family Support Peer and Community Support Service Integration Family Therapies	Planning Investment Information Sharing	Workforce Values Trauma-Informed Relationships Workforce Support	Legislation Children’s Hearing System Inspection and Regulation Policy Coherence Data Mapping and Collection Governance Structures

No.	Transformation / Change Activity	How do we make this happen?	Lead Officer / Partners	How will we know we have achieved this?
1	Adoption of a relationship and strength-based approach	Our operating practices have currently been refreshed to embed signs of safety . Adopt a relationship and strength-based approach to the work we undertake to support families, enabling them to come up with their own solutions to the issues and barriers they face with the aim of creating and developing more sustainable plans for children and young people to	Stephen Morgan, Senior Manager Children and Families SWS	Child`s Plans will show good use of Safety Planning and have clear timeframes for completing tasks and avoiding drift. Children and young people will have versions of their plans that are clear and easy to understand. The development of Support Networks will allow for families to maintain any changes they have made so that they do not need further Social Work support or statutory involvement. We will know because our records will evidence use of Signs of Safety Tools in our work with families and our

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		<p>remain where possible with their families and siblings.</p> <p>When children are not able to live with their family it can be very hard to understand why. It can feel very sad and upsetting. Children must be given lots of help to understand what has happened and how it feels and understand their story</p>		<p>assessments will evidence close work with families.</p> <p>When children are not able to remain in their family situations, they will have a Words and Pictures explanation to help them understand this.</p> <p>We will complete evaluations with families at the end of our involvement and a collaborative audit is planned for the 2-year point of adopting the Relationship Based Practice model.</p>
2	Early and Intervention Family Support Work	Provide early support to help families at the earliest opportunities in building community support that enable lasting change and prevent children entering statutory social work together with helping families intensively in providing the best care to their children that they can, this may be to help prevent children needing to be cared for by people other than their parents or carers or to be	Sarah McGarva, Locality Manager, Children and Families SWS	The creation of our Early Intervention and Prevention Family Support services will help us to do this across our region. This is a new service and will run for the next 3 years. We recognise the need for further targeted work / establishment of new services / alignment of resources across the Council and within local communities as we move forward to ensure that we have the scaffolding in place / sustainability to support vulnerable families in the years ahead and recognise the need to do more.

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		able to return home to their family safely from a placement within kinship or foster carers.		
3	Development of knowledge bank	Development of a knowledge bank to include focussed programmes of work for ongoing work with current and new referrals to our Family Support Service around neglect, mental health issues, poverty and substance misuse	Sarah McGarva Locality Manager, Children and Families SWS	Staff and partners have available bank of knowledge to build capacity and staff resilience around neglect, mental health issues, poverty and substance misuse including a directory of services available for our children, young people, families and carers
4	Investment to increase our commissioned service with our Third Sector providers	Secure further investment to enable us to increase our commissioned services with our Third Sector Providers to address the increased demands to support early and effective intervention.	Sheila Clingan, Locality Manager Centralised Services Children and Families SWS	Secured additional investment of £70,000 per annum for a period of 3 years. Third sector providers changed/adapted their models of delivery. One example is the investment to Aberlour, who currently delivers intensive family support work with families whose children are affected by their parent(s) substance use issues and compliments the work of the Family Support Service. This investment has created additional funding for our Region through the Corra matching funding principles. Further opportunities are being sought.

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5	Joint Investigative Interviewing (JIIs) Pilot site	Over the past two years extensive work has been underway to develop a new model for the joint investigative interviewing of children (JI).	Alison Penman , Locality Manager, Children and Families SWS	The goal of this work has been to ensure that all parts of Scotland have a consistent approach to JIIs, based on evidence and learning from international best practice, and which delivers on the aims of the Evidence and Procedure Review (2015). This National JII Project is overseen by a national multi-agency governance group which we have now become a pilot site - Dumfries and Galloway Council and Dumfries and Galloway Local Police Division
6	Scottish Approach to Service Redesign – Cairnryan Residential Home	Decision to the temporary closure of Cairnryan Residential Home, due to the building not fit for purpose nor its location has given us the opportunity to undertake a Service Redesign	Sheila Clingan, Locality Manager, Centralised Services, Children and Families SWS	Our children and families will have access to an early intervention and prevention service at critical moments in their lives in the west of the Region
7	Building Staff Resilience	Successful bid in securing funding from The Promise Partnership to adapt our approaches to ensure we build staff resilience for the development of work programme to build staff resilience to keep their skills up to date and respond to the increasing impact	Avril Dickie, Strategic Planning and Development Manager, Children and Families SWS	Our data will evidence this on the reduction of the impact of the pandemic on mental health, trauma, neglect with our children, young people and families together with the reduction of other people across Dumfries and Galloway coming into social work services that were previously unknown to the service.

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		of COVID on mental health, trauma and neglect		
8	Increase our Foster care offerings	<p>Seek further investment to provide financial remuneration for our foster carers in order to recruit, increase and retain our fostering households across our region to meet the needs of vulnerable children and provide equality and transparency with other Local Authority fostering services.</p> <p>Due to limited resources and year on year challenge to identify foster carers to help us care for our looked after children, undertake recruitment campaign to attract foster carers for teenagers, sibling groups and unaccompanied asylum-seeking children in times of crisis / emergency basis. Developing a web site and buddy system for our foster carers for further support</p>	<p>Sheila Clingan, Locality Manager, Centralised Services, Children and Families SWS</p> <p>Liz Dickie, Team Manager, Centralised Services, Children and Families SWS</p>	<p>We will have skilled and valued foster carers throughout Dumfries and Galloway who can care for children and young people when we need them to.</p> <p>Our children and young people will remain with their brothers and sisters, affords the opportunity to develop healthy emotional intimacy, trust, self-esteem and the opportunity to learn valuable life skills, with the provision of one safe, stable, nurturing environment</p>

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		<p>Carer Engagement Day with the theme focused around The Promise – making this a reality.</p> <p>The potential to support mother and children to live in supported households and new-born babies to stay with mum.</p> <p>Views of young people on applicants coming through to foster and adopt</p>		
9	Sustaining Positive Destinations	<p>Development of our Leaving Care Framework to ensure that all Care Experienced Young People have sustainable positive destinations</p> <p>-staff supporting care experienced young people in S3 onwards engage with Employability Coordination Groups at an early stage to identify those care experience young people that are likely to need support post school</p>	<p>Avril Dickie, Strategic Planning and Development Manager, Children and Families SWS</p> <p>Melanie McEwan, Development Officer, Employability and Skills Service</p> <p>James McDowall, Organisational</p>	All former care experienced young people will have sustainable positive destinations

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		<ul style="list-style-type: none"> -develop menu of opportunity based on paid work experience developing pathways for our leaving care young people -introduction of a mentoring framework -engagement with current and past care leavers identifying what works / gaps -embed systematic partnership working with the Employability and Skills Service to access the right support, in the right place, at the right time as part of the No-One Left Behind Framework and Parental Employability Support Fund linked to 'Tackling Child Poverty and 'Every Child Every Chance'. 	Development Manager, ODHR	
10	Mentoring Programme	Development of the mentoring programme for our young people leaving care including community led mentoring programming.	Avril Dickie, Strategic Planning and Development Manager James McDowall, Organisational	Care Experienced young people will have named mentor from across council services to assist in getting ready for employment. Introduction of volunteering and mentoring strategy.

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			<p>Development Manager, ODHR Melanie McEwan, Development Officer, Employability and Skills Service</p> <p>Linda Biggar, Principal Educational Psychologist</p>	
11	Care Experienced Academy	Development of Care Experienced Academy for post school care experienced young people	Melanie McEwan, Employability and Skills Manager	Introduction of an accessible virtual Care Experienced Academy accessible for young people to further enhance their chances for improving their life experiences and chances and increasing the year on year number of our young people sustaining positive destinations
12	Establishing a robust and responsive programme of housing support to enable young care leavers to make positive transitions to their permanent accommodation.	Review and further develop, and support, a range of housing support services to support care leavers transition from their care placements to securing their own accommodation. This will require us to ensure there is a robust financial model to support this in place.	<p>Sheila Clingan, Locality Manager Centralised Services</p> <p>Lorna Campbell Financial Wellbeing and Revenues Manager</p>	<p>Care leavers will be able to live in their own homes with support.</p> <p>No leaving care young person will be deemed homeless.</p> <p>There will be a range of housing support services offering choice for young people.</p>

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		<p>All care leavers will have a pathway plan written in partnership with them which supports them to make a positive transition from childhood into adulthood.</p> <p>Working with RSL partners ensuring that priority is given to this group to access mainstream accommodation.</p>		
13	Whole family support approach to families experiencing substance misuse	Families First Project – this project will introduce the whole-family support approach to families experiencing substance misuse in Dumfries and Galloway	Stephen Morgan, Senior Manager, Children and Families SWS	Introduction of a whole-family support for families experiencing substance misuse with the behaviours and infrastructure in place to ensure sustainability of change and as a way to alleviate the negative impacts on all family members
14	Digital enhancement – closing the digital divide	Securing funding and investment through the Connecting Scotland Programme together with beneficiaries from Third Sector Dumfries and Galloway to provide digital device, access to internet to remove the barriers to those identified as digitally excluded	Avril Dickie, Strategic Planning and Development Manager, Children and Families SWS	Our children and young people have access to digital devices reducing the social and digital inequality across Dumfries and Galloway allowing our children and young people remote access to learning, E-learning, real-time video conferencing/meetings and has enhanced support to children and families

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15	Single Access Point	Review of our operational model to support our children and families over the 24- hour period rather than the 9am to 5pm traditional model	Alison Penman, Locality Manager, Children and Families SWS	Introduction of a single access to ensure all children and families and agencies have a consistent point of contact and response across our Region
16	Managed behaviour and discipline of children and young people in a supportive way – early intervention	Progressing the opportunity to develop a partnership approach to look at specific cohort of young people in education to see what we could do better at re-engaging them successfully with the intention of developing a robust operating model.	Hew Smith, Integration and Inclusion Manager, Education Avril Dickie, Strategic Planning and Development Manager, Children and Families SWS	Introduction of a robust operating model – providing appropriate intensive intervention for our young people with complex behaviour with a reduction in family placement breakdowns and potential moves to residential care.
17	Voice of our children, young people, families and carers	Corporate Parent Group considering how to properly engage with children, young people, families and carers to move forward with innovative and fresh idea's on delivery of services across our systems to improve the lifelong outcomes of all children – mapping out current engagement activity and identify gaps.	Stephen Morgan, Senior Manager Children and Families SWS Corporate Parent Group Members	The experiences and voices of our children, young people, families and carers will inform and drive the direction of change.

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18	Governance	Refresh of our Children's Services Plan and Corporate Parenting Plan to reflect the work we are currently progressing to deliver on The Promise and to capture the Voice of our children, young people, families and carers	Stephen Morgan, Senior Manager, Children and Families SWS	Children's Services Plan and Corporate Parenting Plan developed in the Voice of our children, young people, families and carers
19	Development of our Advocacy Service	<p>Our aim will be to provide and evidence the opportunity for every young person, parents and carers to be offered advocacy service.</p> <p>Additional Scottish Government Funding will now allow us to complement the existing commissioning services which we are targeting mental health and wellbeing, early intervention and prevention.</p>	Sheila Clingan, Locality Manager, Centralised Services, Children and Families SWS	Advocacy service is accessible at critical moments in the life of our children, young people and families to support and promote equality, social justice, social inclusion and human rights.
20	Outreach Service	Development of outreach across region to prevent children move / needing alternative care to further support the rights of our children and young people	Sheila Clingan, Locality Manager, Centralised Services, Children and Families SWS	Outreach service is accessible at critical moments in the life of our children, young people and families across the region with a reduction in the movement of children outwith their areas
21	Meeting the basic needs of our	A checklist was developed and completed with workers and all	Sheila Clingan, Locality Manager,	The homes and lives of our children and families will be equipped with the essential

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	children, young people and families	<p>our families to identify and supply the basic needs for each of our families and care experienced young people this included basic essential houseware appliances, bedroom, linen and towels, kitchen utensils, cooking implements, clothing, removing barriers to leisure and activity, connectivity (internet and devices), fuel and food through our winter hardship fund, additional investment and Connecting Scotland Programme.</p> <p>Additional funding from Barnados invested Scottish Government funding to leaving care young people</p>	<p>Centralised Services, Children and Families SWS</p> <p>Avril Dickie, Strategic Planning and Development Manager, Children and Families SWS</p>	items to reduce the existing measures of deprivation.
22	Supporting our children to have access to leisure and play and take part in cultural activities.	Promote more opportunities for our children and young people to interact with wider communities and cultural activities whilst residing in a rural area.	Corporate Parent Group Members	Vulnerable children and care experienced young people will be able to access leisure and community activities in their localities similar to their peers promoting their health and well-being.

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23	Young People entering the justice system	We are currently working with CYCJ on a Participation Strategy which will seek to embed participation into our daily practice.	Alison Penman, Locality Manager, Children and Families SWS	All our young people entering the justice system (current and past) have the opportunity to develop service delivery and change ideas. .