

Promise Partnership Invite for Learning Partner

October 2024



Learning Brief

Corra Foundation (Corra) is looking for a learning partner that will help to support the evidence and progress of work funded by the Promise Partnership.

The purpose is to take a deeper dive to help understand the progress and impact of work of six organisations (or collaborations) that are currently being supported by the Promise Partnership. The deeper dive should help shine a light on practice that can support wider changes. The appointed partner should also highlight any barriers faced and draw out lessons on how the projects are overcoming these. The aim to shape six in-depth case studies that can be shared extensively including the funders of the Promise Partnership (Scottish Government and STV Children's Appeal) and the Promise Scotland.

Introduction

The Promise Partnership Fund, administered and supported by Corra, is an initiative aimed at providing investment to organisations committed to challenging the system and delivering changes that align with Scotland's pledge to #KeepThePromise. This commitment is rooted in Scotland's promise to improve the lives of children, young people, and families, especially those with experience of the 'care system'.

Since 2021, the Scottish Government have contributed £20 million with STV Children's Appeal contributed £600,000. An additional £100,000 was secured in 2021 from Cattanach.

The Promise Partnership is a participatory funding programme all funding decisions are made by people with care experience. So far, the fund¹ has:

- Delivered five funding rounds.
- Received 403 proposals, totalling £33,424,772m.
- Supported 192 proposals.
- Distributed £19.8m across all 32 local authorities.

The Promise Partnership focuses on supporting grantholders to reflect on learning and what structural changes are happening that will #KeepThePromise. To support this and working with the Promise Scotland, a culture has been created to openly share progress and challenges. Reporting

¹ More information can be accessed on [the Promise Partnership](#) page of Corra's website.

is designed to maintain this learning approach with grantholders. Analysis of the reports and conversations with grantholders is ongoing and has identified several emerging themes including:

- The flexibility of funding which focuses on structural changes required within their organisations.
- Strong partnerships highlight the importance of pre-existing relationships that helps enable change.
- Involvement of care experience is seen as critical. It highlights enabling factors of trust (sometimes re-building trust) to support genuine and meaningful participation.
- Breadth of creativity across funded work again reflective of the flexibility and nature of funding allowing for people to focus on changes needed.

Further information on themes and insights including the identified challenges is detailed in appendix 1.

We are looking for a learning partner who can help us better understand and showcase these themes through a deeper dive into the work of six organisations/collaborations.

Learning partner requirements

The appointed partner will work alongside both grantholders and Corra Staff to collate, review and analysis evidence from the work. The purpose to help illustrate where work is progressive and draw out practice examples; what is working well, overcoming challenges and steps to help sustain the changes.

The appointed partner will be expected:

- To review written data and hold conversations with key staff within the six deeper dive projects. Corra has developed a short-list of potential projects, we envisage the appointed learning partner will work with us to refine the selection criteria to agree the six deeper dives.
- Be flexible in their approach and understanding of the potential demands grantholders may already experience. It is important grantholders feel this work will be valuable and will not be expected to collect any additional or new information.

Skills & Experience

Corra is looking to appoint an organisation/person skilled in evaluation methods. We are look for the appointed partner to have a creative communication style that will engage and stimulate people.

We also require the partner to have excellent facilitation skills that supports active listening, can analyse and make sense of complex issues, and enable supportive group sessions for people to discuss and think critically about their own and each other's work.

It would also be beneficial for the learning partner to have a good understanding of The Promise and care experienced community.

Core Activities and Outputs

We are looking for the appointed learning partner to help design and deliver a plan that will support and produce six in-depth case studies. The partner's proposal should detail how they would carry out this work. We expect this to cover:

- Co-design with Corra staff selection criteria for the six organisations (or collaborations).
- Design and conduct desk-based review and analysis using existing and available data (e.g. progress reports). This will be agreed between Corra and six organisations (or collaborations).
- Facilitate and analysis conversations (either focus groups or individual) with relevant staff or partners from the six organisations (or collaborations). To help understand the collective learning insights for practice/system change.
- Meet with Corra staff to ensure delivery is on track, and discuss any issues around data collection, progress and emerging themes.
- Collate and co-produce emerging messages and themes with the projects that will shape the final case studies.
- Work with Corra staff to shape and produce a final resource that will can provide six standalone case studies and one overarching insight briefing.
- Share lessons with Corra staff on the approach of deeper dive analysis.

Corra will be holding an event on 26 March 2025. The purpose to showcase the work of the Promise Partnership. The appointed partner will be expected to present their findings at this event.

Corra will obtain rights to the resources. The appointed organisation/person will ensure they have all relevant policies and insurances in place to support data and information management and sharing. Including but not limited to privacy, GDPR.

Timeframe

It is anticipated that the work will start November 2024 and conclude in March 2025.

- | | |
|---|-------------|
| • Completed proposals with Corra | 12 November |
| • Decisions made | 18 November |
| • Introductory meeting and agree contract | 21 November |

Although we expect most of the research to be delivered in January, we will work with the appointed partner to finalise their timeline and delivery plan in the inception phase (late Nov/early December).

Budget

Total budget up to £30,000 (inclusive of VAT).

Proposal Requirements

Proposals should be no more than 10 pages and must include evidence of meeting the required criteria, offer further thoughts on ideas on how to shape the proposal brief. The proposal also needs to include:

- Timeline for meeting the brief.
- Safeguarding and ethical statements.
- Details of the team of people who will work on this project including relevant skills and experience.
- Provide contact for project manager.
- Breakdown of proposed activity and budget.
- At least two examples of previous relevant work.

All proposals must be completed electronically to learning@corra.scot by **5pm on 12 November**.

Please if you have any questions in relation to this work.

Appendix 1 – Insights from Grantholder Reports

1. Focus on Organisational Changes

A key area of focus for the projects has been on driving organisational changes. The funding has enabled organisations to implement structural adjustments and innovations aimed at improving their practices. These changes are essential for creating a more responsive and effective care system, aligning with the overarching goals of the Promise Partnership.

2. Effective Partnerships

The grantholder reports highlight the success of partnerships within the projects. Collaboration between different organisations and stakeholders has been a critical factor in the success of many initiatives. These partnerships have facilitated resource sharing, enhanced knowledge exchange, and fostered a sense of collective responsibility towards achieving the common goal of implementing the Promise across Scotland.

3. Involvement of People with Care Experience

One of the most significant outcomes of the Promise Partnership funding has been the involvement of people with care experience in the projects. Although the reports did reflect on the difficulties in ensuring participation was authentic, nearly all reports mentioned their active participation, which has been integral to the authenticity and relevance of the work. Their insights and lived experiences have informed the development and implementation of the projects, ensuring that the outcomes are genuinely reflective of the needs of those in the care community.

4. Creativity and Innovation

The reports also noted a high level of creativity in the work being undertaken. This creativity is evident in the innovative approaches to problem-solving, engagement strategies, and the development of new practices within the care system. The funding has allowed organisations flexibility to experiment with new ideas, leading to fresh and impactful solutions.

Emerging Insights

The reports received and conversations with funded partners outline the challenges faced, particularly concerning staffing, recruitment, and organisational change. These challenges have been consistently identified throughout the duration of the Fund and have had an impact on the effectiveness and sustainability of the initiatives undertaken.

1. Staffing and Recruitment Issues

One of the primary challenges highlighted in multiple reports is the delay in project delivery due to staffing and recruitment difficulties. Several factors contributed to these delays:

- **Recruitment Challenges:** There is a widespread issue across the sector in recruiting the necessary personnel. Reports have indicated a particular challenge in finding candidates who possess both the required professional qualifications and lived experience. This dual

requirement, while crucial for the effectiveness of the work, has proven to be a significant barrier in the recruitment process.

- **Burnout and Mental Health:** The reports also emphasised the high levels of burnout and poor mental health among workers in the sector. These issues are exacerbating staffing shortages as employees are either leaving their roles or unable to perform at their best due to stress and fatigue. The increasing demands on workers, without corresponding support, have led to a decline in staff well-being, further intensifying the recruitment challenge.
- **Remuneration:** Another critical issue identified is the disparity between the job responsibilities and the pay offered. The remuneration provided does not reflect the complexity and demands of the roles, particularly those requiring specialised skills and experience. This has made it difficult to attract and retain qualified professionals, thereby affecting the progress and quality of the work being undertaken.

2. Time Constraints

A recurring theme in the reports is the challenge of the short-term timeframe of the funding. The complexity of the work, coupled with the challenges in recruitment and staffing, means that one/two years is often insufficient to recruit to post and delivery innovation system change work effectively.

3. Challenges in Authentic Participation and Co-Design

As mentioned above authentic participation is critical. Grantholder reports highlighted the difficulties in co-design approach is taken in the planning and delivery of projects. Achieving meaningful involvement from all stakeholders, particularly those with lived experience, requires substantial time, effort, and investment. However, people have said these processes are often constrained by time and resource limitations. This can negatively impact on the effectiveness of the work and can lead to outcomes that do not fully reflect the needs and perspectives of those the projects aim to support.

4. Embedding Change in Established Organisations

Another challenge identified in the reports is the difficulty of embedding change within established organisations. Entrenched practices and cultures are often less connected to these projects and can lead to more resistance to change. This means introducing new ways of working or shifting focus to more innovative practices requires not only time but also a deep commitment from all levels of the organisation.

5. Reflecting the Expanse of the Care System

The final emerging theme from the reports is the challenge of ensuring that the work reflects the full scope of the care system. Most of the efforts have been concentrated on improving specific practices within the sector, but there is a need for a broader approach that addresses the wider system. This includes not only improving practice but also considering the structural and systemic changes necessary to create lasting improvements in the care system.

About Corra Foundation

Corra Foundation exists to make a difference to the lives of people and communities. It works with others to encourage positive change, opportunity, fairness and growth of aspirations which improve quality of life. Corra wants to see a society in which people create positive change and enjoy fulfilling lives.

In 2020 Corra launched a ten-year strategy. It is long term because making a difference on the big challenges will take time. At its heart is the strong belief that when people find their voice, they unlock the power to make change happen.

Our ways of working

At Corra we have a set of principles that we strive to put into practice across our roles as an employer, independent funder, charity and partner, as well as in our influencing activity.

We will:

- Listen and respond to people, communities and organisations and amplify voices that are less well heard – their wisdom is at the heart of Corra's approach.
- Build relationships, always working alongside others on the basis of shared power, mutual trust and shared learning.
- Pursue diversity, equity and inclusion (DEI), trying to challenge structural discrimination and contribute to radical shifts in the funding sector.
- Be an open, trusting and flexible grant maker.
- Ensure we contribute to tackling climate change, through our investments, operations and grant making and encouraging others to take action alongside us.
- Be bold, taking considered risks and supporting others to do the same.

Date of publication: 22 October 2024

Corra Foundation
Office Suite 30 Pure Offices
4 Lochside Way
Edinburgh EH12 9DT
e: hello@corra.scot
t: 0131 444 4020



www.corra.scot

(The) Corra Foundation is a charity registered in Scotland (No SC009481) and is also a company limited by guarantee (No SC096068).