

Glasgow's Family Support Strategy
Draft Version 7
26/03/2019

Our Commitment to Glasgow's Families

Commitment Statement from Mike Burns (Chair of Family Support Planning Team) to be added.

Glasgow's Vision

Our [Glasgow City Children & Young People's Integrated Service Plan \(2017-2020\)](#) sets out our vision for children and young people in Glasgow:

“We want every child and young person to achieve their full potential and contribute positively to their communities, throughout their lives”

To allow our children and young people to achieve their full potential and contribute positively to their communities, we use the approach of [Getting It Right For Every Child \(GIRFEC\)](#) and its eight wellbeing indicators of Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included. We place children and young people at the centre of what we do and are dedicated to working in partnership with them.

National Guidance - policy and drivers

Our Family Support Strategy will be central to the delivery of GIRFEC in Glasgow, putting our families at the centre of what we do and delivering effective, timeously, flexible and holistic support to them.

GIRFEC will be the mechanism through which the below National Policies will be achieved:

- [Early Years Framework \(2008\)](#)
- [Children and Young People's Improvement Collaborative \(2012\)](#)
- [National Parenting Strategy \(2012\)](#)
- [Getting it Right for Looked After Children Strategy \(2015\)](#)

[The Nuffield Study \(2014\) “Inequalities in child welfare intervention rates: deprivation and identity”](#) highlighted Glasgow’s care experienced children and young people population as having a significantly higher rate than other comparable cities. The study also reinforced the relationship between poverty, inequalities and children and young people population having a care experience. Therefore it is vital that Glasgow focuses on addressing poverty and inequalities when delivering family support.

Local Policy and Governance

This Family Support Strategy will be delivered utilising the planning structures within Integrated Children Services: at a local level through locality forums and at a city-wide/strategic level via the Family Support Planning working group. The Family Support Strategy makes every effort to align with the policies outlined below to ensure a clear focus for the funding, commissioning and delivery of children’s services.

- Integrated children’s Services’ Plan for Glasgow 2017-20
- Health and Social Care (HSCP) Transformational Change Agenda
- Child Poverty Action Group and Action Plan.
- Community Planning Partnerships.
- One Glasgow Approach.
- Glasgow’s Community Learning & Development Plan.
- Glasgow Education Services Early Years and Child Care Strategy.

The monitoring and evaluation of the family support strategy will sit with the Family Support Planning Working Group and will report directly into the GIRFEC Lead Officers’ Group on progress with the implementation.

Purpose

Glasgow’s Family Support Strategy provides four strategic priorities with the purpose of guiding the commissioning, funding, alignment and delivery of family support services to improve outcomes for children, young people and families. Delivering this through a partnership approach between Health and Social Partnership (HSCP), Education Services and Third Sector Organisations.

Family Support: Mapping of Current Service Provision

The Family Support Planning Group recognised to fully understand and explore the needs of families, research would need to be undertaken. A range of activities were undertaken to compile a detailed understanding of needs, challenges, strengths and gaps in provision within the three localities areas – South, North West and North East including; mapping of Third Sector Services and focus groups.

A provider survey was issued to Third Sector Organisations that delivered family support to under 12 years old and families. This survey fed into the wider mapping of these services.

The mapping identified **80 Third Sector Providers** delivering early intervention and prevention with the majority offering a package of support to families aimed at helping families function effectively and reduce stress. A high proportion of support services

focused on pre-school age children. There was a wide representation of support however there was a need to further explore with families and professionals to identify gaps, barriers and strengths of current provision.

Table: Family Support Services per Area.

Area Covered	Amount of Family Support Services
North East	23
North West	22
South	19
Citywide	40
Total	94
<i>*94 services delivered by 80 Third Sector Providers</i>	

Family Support: Identifying Areas of Needs

To further explore the mapping of current service provision, we held focus groups with professionals, to gain an understanding of challenges, strengths and gaps in provision. Through these discussions it became evident there are six key areas of need within Glasgow.

1. **Neglect**
2. **Domestic abuse**
3. **Poverty**
4. **Mental health**
5. **Children affected by disabilities and/or with additional support needs**
6. **Asylum Seekers, refugee and migrant populations**

The below tables detail each area of need and feedback from focus groups on services that would best address these gaps in provision. It is important to note that each locality will differ in level of need within these areas, with this in mind locality planning groups will be required to further explore at a locality/neighbourhood level the needs and service provision of their population.

Neglect	Glasgow
Neglect in relation to intended and unintended neglect and how we can support parents to learn what healthy child development, parenting and care looks like.	35% of child protection registrations are due to neglect.
<p>Response to gap in service provision:</p> <p>Service models that deliver a holistic approach to addressing families' needs were in high demand. The traditional 'home maker' role that helps parents set routines, cooking, cleaning and bond with their children was also identified as a model of good practice.</p>	

Glasgow	Domestic Abuse
33% of child protection registrations are due to domestic abuse.	Domestic abuse was highlighted across the city as an area of concern: 33% child protection registrations are attributed to domestic abuse. The scale of the need increases when there is a combination of factors such as parental mental health and/or substance misuse.
	Response to gap in service provision: Improved access to existing support services for domestic abuse for children and young people.

Poverty	Glasgow
<p>High levels of deprivation and welfare reform have significantly increased the levels of child poverty in Glasgow, with some areas having 47% of their children living in poverty. Lone parent families may be significantly affected by poverty, this is reflected within the Glasgow's Poverty Leadership Panel.</p> <p>The Child Poverty Action Group has developed a Child Poverty Action Plan to address Glasgow's needs in relation to child poverty. It is vital that the Family Support Strategy aligns to the Child Poverty Action Plan to successfully deliver family support and aim to reduce poverty.</p>	<p>34% of children were estimated to live in poverty in Glasgow in 2016, that's 37,000 children.</p> <p>Lone Parents will lose 20% of their income by 2021 due to Welfare Reform decrease of £5,250 a year.</p>
Response to gap in service provision: Family support services will require to provide: income maximisation, digital inclusion, and facilitate/signpost access to affordable housing, child care and employability services in their service approaches.	<p>40.4% of Glasgow's Households are Lone Parents.</p> <p>28,000 households where no adults work</p>

Glasgow	Mental Health
5,282 Children impacted by parental	Mental health was highlighted as an area of need, firstly within parental mental and the impact this has on family life.

alcohol/drug misuse	Secondly, a focus on children and young people who do not fulfil the Child and Adolescent Mental Health Service (CAMHS) criteria however would significantly benefit for mental health involvement.
	<p>Response to gap in service provision:</p> <p>In relation to parental mental it was apparent there was a need to build strong pathways of care with Adult Service's Mental Health and Addictions Teams and Children's Services.</p> <p>Accessible and flexible services for children and young people unable to access CAMHS who are experiencing mental ill health was viewed as a priority.</p>

Children affected by disabilities and/or with additional support needs	Glasgow
A lack of support for children, young people and families affected by disability was identified as a key service gap.	10% of children aged 0-15 have more than one long term health condition
<p>Response to gap in service provision:</p> <p>An inclusive and integrated approach across current services would maximise effectiveness and positive outcomes for both children, young people and families.</p> <p>It is vital family support services ensure that they are in a position to deliver inclusive services, with well trained staff, supported to effectively engage with families where additional skilled support interventions may be needed.</p>	

Glasgow	Asylum Seekers, Refugee and Migrant population.
<p>19% of the Glasgow's school population aged 0-15 are from an ethnic minority</p> <p>119 languages are spoken in Glasgow school, 11,190 pupils do not have English as their first languages.</p>	<p>Glasgow currently has a significant and growing refugee, migrant and asylum seeking population, settling into the city. Some of these children, young people and their families will have experienced trauma.</p> <p>In addition poverty will present a significant challenge to these families who have no recourse to public funds and unable to access employment opportunities.</p>
	Response to gap in service provision:

	<p>Further work is required in relation to fully exploring the needs and experiences of asylum seeking children, young people and families.</p> <p>A holistic approach to identifying need which is child/family centred would maximise outcomes for children, young people and their families.</p>
--	---

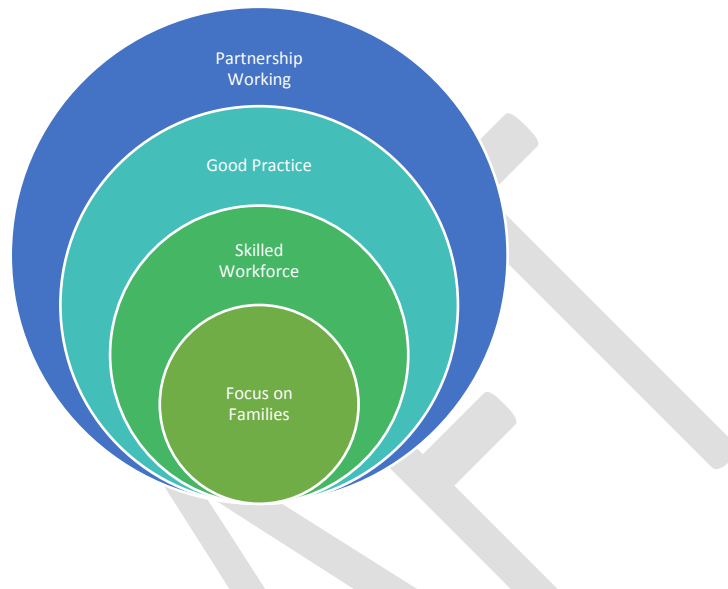
Accessing Family Support Services

Following on from the six areas of need, we wanted to explore the current challenges of accessing family support. The four key challenges that emerged from discussions with professionals in relation to accessing family support services were referral criteria, funding, service model and capacity and out of hours provision. These are the four key areas that will be addressed when commissioning family support services.

<p>Out of Hours Provision</p> <p>Out of hours provision is not currently sufficiently provided to allow needs at crisis point to be addressed.</p>	<p>Funding</p> <p>Funding arrangements for family support services have led to concerns surrounding sustainability and long term service provision across the city.</p>
<p>Referral Criteria</p> <p>Third sector organisation's funding arrangements can shape referral criteria, which can often limit access to family support services for those families who need a service but do not meet the criteria.</p>	<p>Service Model & Capacity</p> <p>Mapping identified a wide coverage of services, however further discussion highlighted that only certain services are being used, i.e. relationship based model over evidence based. This has led to service capacity issues.</p>

Response at a Neighbourhood Level

Four existing key strengths were identified that provide a strong foundation to build our family support strategy and commission effective services to meet families' needs within the neighbourhoods where they live.



Focus on Families A clear focus on families, with a willingness to provide early intervention and support to families and help them stay together.	Skilled Workforce A skilled and knowledgeable workforce delivering family support with a willingness to work in partnership, focus on families and deliver good practice was apparent.
Good Practice Existing models of good practice within current service provision provides opportunities to enhance provision, share knowledge and learning and deliver effective family support.	Partnership Working A strong appetite to work in partnership together, sharing knowledge and skills

What does Family Support look like to families?

We asked families via the Third Sector Family Support Sub Group “what good family support looked like to them?” Families felt the type of support they needed differed depending on the needs of the individual family and a one size fits all approach would not work in relation to commissioning support services. However they were clear that a support package that is family centred and focuses on all their needs, which makes them feel safe, listened to and not judged was crucial. Building confidence, trust and relationships must also be a key part of a family support package.

“Family Support should be a bridge between a family friend and a formal professional like social work...”

(Parent, Daisy Chain Early Years Project ESL)

“Should be positive and never ‘give up’, should provide reassurance and help families to feel safe...should help plan for the future....”

(Parent, Quarrier’s Parent Focus Group)

What does Family Support look like to Professionals?

We asked Statutory and third sector professionals what family support looked like to them. This highlighted a model that is child/family centred, engaging with families by working together to identify needs and strengths. A non-judgemental approach, which listened to a family’s needs and built relationships to empower and enable a family to stay together and thrive. It was evident that staff delivering family support should be knowledgeable, highly trained, have the ability to deliver a holistic assessment of need and make wider connections within the Children Services Partnership to address needs.

“Build relationships with families, empower and enable families”

(Service Manager)

“Work with families in a non-judgemental way”

(Health Visiting Team Leader.)

Family Support Principles

Based on the views of professionals and families on what good family support looks like we have developed ten guiding principles of family support. It is anticipated that these ten principles will guide the commissioning of new, enhanced or existing family support provision and inform current family support practices.

Engaging: Able to build and maintain relationships with families to effectively co-ordinate support for the family.	Assessing: Ability to work with families to listen to them and assess individual and wider family needs. Identify family and community strengths
Collaborating: Establish and maintain relationships with community partners i.e. third sector, health visiting, education to provide a joined up approach to family support.	Knowledgeable: Has knowledge of children services and able to navigate these on behalf of family/ support family to navigate these services. Demonstrates an appetite to continuously improve and uses coaching to facilitate improvement.
Communicating: Communicates effectively to identify needs, plan support arrangements and address needs.	Empowering: Enable families to manage their own lives, finances and plan for their future.
Planning: Co creation of family support arrangements with families, support from multiple agencies to address needs and to ensure families are safe and feel listened to.	Evaluating: Review progress of families and adapt support arrangements to suit changing family needs.
Flexibility: Adopt a flexible approach to providing support to families, think of innovative solutions or new ways of utilising existing support.	Respectful: Be respectful, polite and non-judgemental of families. Include them in decisions and keep information confidential.

Glasgow's Family Support Strategy

Vision

The Family Support Planning Working Group developed a vision of family support based on feedback from families and professionals, our family support vision is:

“Working in partnership to deliver support services at the right time for families to help them stay together and thrive”

We have reviewed the six areas of need, suggested how these needs are addressed, explored the four challenges to accessing family support and the existing strengths on which to build the family support strategy.

Our Priorities

We have developed four key priorities for the Family Support Strategy

- 1. Establish a neighbourhood approach to family support.**
- 2. Alignment of family support funding streams**
- 3. Enhancing family support through continued investment in universal, early intervention and intensive services.**
- 4. Alignment of family support activity across the Children's Services Partnership.**

This family support strategy will set out the priorities' aims, objectives, benefits to families and practitioners and overall outcome(s) generated from targeting these key priorities. In addition the test of change(s) that align too these priorities have been detailed to provide an overview of the work currently being delivered in partnership in Glasgow.

Priority 1: Establish a Neighbourhood Approach to Family Support

Glasgow's families' needs are diverse and constantly evolving, to address these needs it is fundamental to deliver family support services at a neighbourhood level, pulling together resources from Glasgow City Health and Social Care Partnership (HSCP), Education Services and third sector to work in partnership and deliver holistic support for children, young people and families.

Building on the four key strengths identified:

1. Focus on Families
2. Skilled Workforce
3. Good Practice
4. Partnership working

The HSCP, Education Services and third sector organisations are committed to working in partnership with Community Planning Partnerships and other partners with the focus on helping children, young people and families stay together. Through transparency of processes, sharing knowledge and resources.

It is vital when commissioning family support services that organisations can respond at a neighbourhood level, whilst capturing children, young people and families' views to inform service practice and delivery. We are committed to informing families of the support available within their communities and looking to strengthen gaps in services through investment in current family support and exploring new models of family support through test(s) of concept.

Aim	Objectives	Benefit to Families	Benefit to Professionals	Outcome(s)
To provide a local level, tiered approach to delivering family support to prevent/divert children, young people and	To promote the importance of families in improved health and wellbeing for children and young people.	Children and young people have a healthy family environment to grow up in	Level of need is reduced across the city resulting in reduced caseloads for workers	Families stay together and thrive. Living healthier, longer lives.

families accessing statutory social work.	To ensure professionals work collaboratively with families to deliver a joined up support package that addresses family's needs.	Needs assessment and care planning is co-produced with families and relevant Third Sector/Statutory Service. Families receive support that is relative to their level of need at the time they need it most.	Professionals have access to appropriate supports to address all families presenting needs	Assessment of family's needs are more efficient. Resulting in families being supported by relevant Third Sector Organisation or Statutory Organisation who are best placed to support their needs.
	Engage and capture children, young people and families' views on services and utilise this information to continually improve our family support offer.	Families feel listened to and actively contribution to the development and delivery of services within their communities	Services are delivered that address the needs of families' within the community/ wider city.	Services are delivered that address the needs of families' within the community/ wider city.
		Families engage with services as the services are addressing needs.		
Test of Concept:	Children's Neighbourhood Scotland Children Neighbourhood Scotland is a placed based initiative within Glasgow's East End, which aims to bring together resources, people and organisations within that community to improve the lives of children there. The approach builds on the success of the Community Planning Partnership's Thriving Places within this area and working with three local primary schools. It is anticipated that this test of change will expand to two further sites within the city. This is the initial test of change in order to deliver Glasgow's community approach to family support and early intervention.			

NSPCC Together for Childhood

NSPCC Together for Childhood is a placed based initiative in Govan, Glasgow's south side. This test of concept explores child development and looks to build a shared language between families and professionals using metaphors to explain child development. There are six metaphors these complement the existing HSCP Central Parenting Team Triple P and Solihull approaches strengthen our commitment to families that we want to support families to stay together. There is also a focus on child poverty within the Govan area.

Glasgow Together

Glasgow Together is an innovative approach to partnership working between the HSCP Duty Teams and third sector organisations. Funded on a three year based from The Big Lottery and HSCP, this initiative will pilot a collaborative approach to partnership working. Duty referrals to social work will be assessed and appropriate referrals that require early intervention and support will be passed to Glasgow Together, whereby families will be supported based on their needs by the most appropriate third sector organisation. Barnardos has responsibility of the management and day to day running of the service. A range of other third sector organisations make up a tiered approach to support, with six primary providers, although there is wider support available within the second tier of support if families require this.

This test of concept will explore building a collaborative infrastructure between HSCP and the third sector in order to support families within communities through early intervention, which would result in only higher need cases remaining with Social Work Services.

Priority 2: Alignment of Family Support Funding Streams

A review of our approach to managing and aligning funding streams is required to deliver sustainable family support services. This will afford Glasgow the opportunity to fully invest in early intervention and family support, working at both a strategic and local level to ensure funding streams align.

Aim	Objectives	Benefit to Families	Benefit to Professionals	Outcome(s)
To pool resources to deliver a multi- agency approach to support families from pre- birth, pregnancy, birth and beyond.	Formal approach to main funders to ensure funding resources are aligned city wide and at a local level.	Families have timely access to the full range of supports to meet their multi-faceted needs at the time they need it most.	Greater sustainability for third sector organisations that offers opportunities for recognition where there is best practice and continuous growth.	Families in greatest need have equal access to the right type of support regardless of the neighbourhood they reside in.
	To profile families and resources to better aid future resource planning.	Families have access to resources when they need them and resources can be targeted to specific types of families.	Informs service delivery of anticipated increases/pressures on service delivery and/or resources due to changing needs.	
	To find flexible solutions for families unable to access family support.	Families who previously were unable to access support are provided with help.	Able to provide/refer on organisations able to help families with changing circumstances.	
	Scope different methods of utilising	Accessibility of services increased as more	Able to address vulnerable family's'	Greater alignment of funding/budgets allows

	existing statutory funding to support the family support strategy.	investment in services that address family's needs.	needs via flexible support services.	for increased investment of services and targeting of needs.
Test of Concept:	<p>Glasgow Together</p> <p>Glasgow Together will explore building a collaborative infrastructure between the HSCP and the third sector to support families within communities through early intervention, which would result in only higher need cases remaining with Social Work. Funded by the Big Lottery and the HSCP, this looks to align funding at a locality level and provide an innovative infrastructure that could potentially be rolled out across Glasgow.</p> <p>Eligible 2s</p> <p>A partnership approach to increasing uptake in eligible 2 year olds nursery provision, whilst scoping if statutory funding can be utilised to provide family support to the eligible 2 year old and their family, to help them stay together and thrive.</p>			

Priority 3: Enhancing family support through continued investment in universal, early intervention and intensive services.

The 'ask' of Locality Planning Teams is to ensure a neighbourhood approach and alignment of funding are implemented at a locality planning/neighbourhood level. It is vital that the three locality children's planning groups take on responsibility for enhancing family support services through investment in services within their neighbourhoods.

This strategy has provided six key areas of needs and suggestions on how to address these needs

1. Neglect
2. Domestic Abuse
3. Poverty
4. Mental Health
5. Children affected by Disabilities and/or with additional support needs
6. Asylum Seekers, refugee and migrant populations

These needs will vary in scale depending on the population demographic and existing services within each locality/neighbourhood. Locality planning groups and commissioning services will work together to effectively address locality/neighbourhood needs and develop services that address these needs. Whilst taking into consideration the key challenges of service model/capacity, referral criteria and out of hours provision.

Focus should also be given to increasing the capacity of professionals able to deliver family support based on the ten guiding principles identified by professionals and families. Attention should be focused on sharing knowledge, experience and expertise across the Children's Services Partnership.

Aim	Objectives	Benefit to Families	Benefit to Professionals	Outcome(s)
Ensure a high standard of family support is accessible, appropriate, timely and effective for Glasgow's families via	Ensure that organisations capture and share information on family support that can be monitored	Access to the right type of support available to families that would benefit the most.	Greater use of third sector and public sector services resources and skills and recognition of best practice.	The range of family support services across the city consistently meet the needs of families and are

statutory and third sector organisations	through locality planning groups.			considered by families to be high quality
			Greater sustainability for Third sector organisations and opportunities for growth where appropriate	Vulnerable families are provided with accessible, flexible support that meets their needs.
	Capture children, young people, families and communities voices and ensure they resonate throughout the design, development and delivery of services.	Families find services easier to engage with, as services are informed by families. Families feel empowered to make their own decisions.	Able to use information to inform service delivery and improvement of both Statutory and Third Sector Provision.	
	To work within neighbourhoods to identify the needs of children and families and plan with them how to address these needs.	Families receive the support service(s) that best addresses their needs and the wider neighbourhood needs.	Feel confident that services are actively addressing the needs and concerns of families and families are well supported.	
	To invest and commission services informed by the particular needs of individual neighbourhoods with attention given to: areas of good practice, increased service	Families are able to access effective support, when they need it.	Feel confident that families are well supported from both statutory and third sector organisations with clear pathways/referral routes.	Effective commissioning and delivery of services to increase access to services that support the areas of needs identified.

	capacity and out of hours provision.			
	To test innovative models of practice in relation to partnership working, neighbourhood approach and using shared languages.	Families are able to access effective support, when they need it. Families influence service provision at a neighbourhood level.	Motivated to deliver new models of service delivery and practice.	Outcome dependant on test of concept aims to improve access to service(s), delivery of family support and improved outcomes for families.
Increase the capacity of professionals to deliver family support using a set of shared principles.	To create opportunities for professionals to engage and share learning and good practice.	Families are satisfied with the support available to them.	Statutory and third sector organisations have opportunity and capacity to continuously learn and improve their practice achieved through an ethos of strong partnership working across the city.	The approach to family support provision is consistently of a high quality, providing flexible and holistic supports.
	To equip professionals with an understanding of the core principles of family support.	Engages with Family Support Service(s) and continues to feed into the guiding principles of family support.	Embeds the guiding principles of family support into practice and continuous to feed into these principles.	
Test of Concept:	CELCIS: Family Support Intensive Services A model of family support to families for those who require intensive support along with social work interventions is currently being explored. An Active Implementation approach to commissioning of intensive services for families has been adopted and will afford Glasgow the opportunity to build a new model of partnership working with both third sector and families.			

Priority 4: Alignment of Family Support Activity across the Children's Services Partnership.

To support the work of Priorities 1, 2 and 3, it is vital that the Children's Services Partnership aligns the family support work activity currently being carried out within the partnership. This will afford us the opportunity to implement a neighbourhood approach, align funding and fully assess what is available at each neighbourhood to inform commissioning of services.

Aim	Objectives	Benefit to Families	Benefit to Professionals	Outcome(s)
Align current family support activity under the Family Support Planning working group.	Map and align the current activity carried out by third sector, the HSCP, Education Services and other children services partners.	A joined up approach resulting in effective support at the right time and clear pathways/referral routes if families require further support.	A joined up approach to delivering services to families, resulting in smoother referrals/transition into services.	Family support activity aligned, monitored and evaluated via Family Support Planning working group, resulting in the ability to identify future gaps/service provision.
To develop family support directories for the neighbourhoods/localities.	Directories of family support specific to each locality/neighbourhood to be created, this includes the scoping of existing directories/platforms of GCVS and Your Support Your Way.	Families are able to access information on the support they require.	Professionals feel informed on what family support is available at a neighbourhood/locality and citywide level.	Families able to access the right support at the right time. Improved health and wellbeing.
Test of Change	North East Directory: North East Locality is currently working on as resource directory.			

Moving Forward: 'Our Ask' of you ...

Families

We would ask you to help us to tell us what your needs are and how you feel we can best address those needs through family support services. We want to know what works for you and what areas we can improve on to allow you to stay together and thrive. You are best placed to inform our service delivery and we are committed to hearing your views.

Children's Services Professionals

We would ask you to work with us to guide us in our understanding of the current family support landscape and how we can work together to deliver joined up support for families. You have the knowledge of families and their support needs, we would like to use that knowledge to inform the guiding principles of family support, along with how family support should be delivered and commissioned.

We would ask that practitioners from the public and third sectors continue to work in partnership at a local and strategic level to deliver family support to our families, always with the focus on families staying together and thriving.

Locality Planning

We would ask Locality Planning Groups to ensure a Neighbourhood Approach and alignment of funding are implemented at a locality planning/neighbourhood level. Furthermore, we would like these groups to lead on enhancing family support services, through investment in services within their neighbourhoods working with families, to ensure we have the right support at the right time for families.

Children's Services Planning Structure

We would ask the organisations that are part of the Children's Services planning structure to support our work within family support by aligning work streams and sharing information on areas of need, challenges and successes. To ensure a joined up approach at strategic level which can inform the delivery of family support.

Planning Structure

We would ask the organisations participating in the wider planning partnership to support us in the delivery of family support by establishing key pathways and referral routes for mental health and addictions. Aligning Community Planning Partnership, Integrated Grant Funding and Pupil Equity Funding to delivering family support.