



# **Glasgow's Family Support Strategy 2020-2023**

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Is there a more important task than parenting? Is there a more important infrastructure in our city than family? The introduction of our comprehensive Family Support Strategy through the work of the Children Service's Executive Group represents a culmination of our collective and partnership approach to secure a step change for our communities, our neighbourhoods and our families.

We have been working as a Children's Services Partnership team to co-produce Glasgow's Family Support Strategy (FSS) through engaging and consulting families on their views of what good family support means to them and how we can deliver the right support at the right time to help families flourish. We are committed to empowering families to help themselves, enabling them to stay in their own communities and to access local services that will support them in their day to day lives.

Our collective determination is to do much more to help families in their communities, in their neighbourhoods, in their schools and in their own homes to ensure better outcomes for all. We want to help families to help themselves.

We want to align policies and support system change to ensure that family life is supported at all times, that the challenges are mitigated at all times and together in partnership with families, that we secure and promote a vibrant, inclusive and healthier childhood for all.

The Children's Services Executive Group understands the critical importance of our services being focused on prevention and early intervention, as reflected in the Integrated Children's Services Plan.

We would like to take this opportunity to say a huge 'thank you' to the families who engaged and consulted with us on the development of this strategy. We would also like to thank the Citywide Third Sector Forum and their Family Support Sub Group for their continued support, engagement and consultation with families and professionals. Their invaluable knowledge has informed the development of Glasgow's Family Support Strategy from the initial stages. We look forward to working with families, the Third Sector and our Children's Services Partners in the implementation and delivery of this strategy over the coming years.

Together we remain committed to ensuring that all of our efforts, strategies and policies are aligned in the pursuit of strengthened resilience across our neighbourhoods, families, parents and all of our children and young people.

We want to get it right in every neighbourhood, right with every family and right with every child. We hope that this strategy supports our greatest asset that "People make Glasgow" and that this strategy lets Glasgow flourish.

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# Glasgow's Family Support Commitment

Glasgow's Children's Services Partnership ('the Partnership') is determined to shift the balance of care in local communities and as such, believes the best mechanism to deliver family support is via a robust neighbourhood approach. The Partnership will also continue to invest in universal services, and will commission a family support tender covering early intervention, prevention, and intensive family support services. These initiatives will assist in delivering the four key priorities outlined in the strategy, and provide the platform to strengthen family support provision across the City. The goal is to secure better outcomes for families, parents, carers and above all, children and young people.

The Partnership will work collaboratively with families, professionals and funders to implement the Family Support Strategy and ensure that partners work together to 'get it right for every child and family' in the commissioning and delivery of family support services.

To aid the successful implementation and delivery of this strategy, **the Partnership needs everyone's help...**

**Families:** The Partnership would ask families to help by sharing their needs and preferences, and approaches to addressing these through family support services. The Partnership is interested in finding out what works for families, and areas for improvement in order to allow family members to stay together and flourish. Families are best placed to inform service delivery and the Partnership is committed to hearing your views.

**Children's Services Professionals:** The Partnership would ask Children's Services Professionals to develop a shared understanding of the current family support landscape and work together to deliver joined up support for families. Stakeholders across the Partnership have direct experience of working with families, and understand the range of needs, so we would like to use that knowledge to inform and update the Family Support Strategy.

The Partnership 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 families, always with a focus on families staying together and flourishing.





**Locality Planning:** The Partnership would ask Locality Planning Groups to ensure that alignment of funding is sought at a locality level in a shift towards a neighbourhood approach. Furthermore, these groups should lead on enhancing family support services, through investment in services within their neighbourhoods and working with families to ensure that the right support is available at the right time.

**Children's Services Planning Structure:** The Partnership would ask the organisations that are part of the Children's Services planning structure to support family support work by aligning work streams and sharing information on areas of need, challenges and successes; to ensure a joined up approach at a strategic level, which can inform the delivery of family support.

**Planning Structure:** The Partnership would ask the organisations participating in the wider HSCP, GCC, CPP and NHS GG&C planning partnership to support the delivery of family support. By establishing key pathways and referral routes, and through aligning Community Planning Partnership, Community Funding and Pupil Equity Funding to the Family Support Strategy and principles.

This strategy is a three year plan (2020-2023) detailing four key priorities, which will strengthen the family support provision across the City. The aim is to provide accessible, flexible and effective services for families at a neighbourhood level and a coherent approach to family support citywide in relation to sustainability, funding and activity.



# Glasgow's Family Support Strategy

## Glasgow's Children's Services Partnership

**Our Children's Services Partnership includes statutory and voluntary organisations within Glasgow who have a common vision<sup>1</sup>:**

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

Our Partnership consists of Glasgow City Health & Social Care Partnership (GCHSCP), Glasgow City Council (GCC), National Health Service Greater Glasgow & Clyde (NHS GG&C), GCC Education Services, GCC Neighbourhood Services, Glasgow Life, Citywide Third Sector Forum, Police Scotland, Scottish Children's Reporter Administration and Community Planning Partnership. This Partnership was responsible for developing and implementing Glasgow's Family Support Strategy as detailed within the **Glasgow Integrated Children & Young People Service Plan 2017-2020**.

## Glasgow's Vision for Family Support

**Our vision for Family Support is:**

"Working in partnership to deliver support services at the right time for families to help them flourish"

The vision was co-produced with families and partners, as the Partnership seeks to empower families within their own communities and neighbourhoods, and support families to stay together and to help themselves. The development section within this strategy will provide further detail in relation to the research, engagement and work undertaken in the development and delivery of the Family Support Strategy.

## Glasgow's Family Support Strategy

Glasgow's Family Support Strategy is a three year action plan (2020 to 2023), detailing four key priorities with the purpose of guiding the alignment, funding, commissioning and delivery of family support services to improve outcomes for children, young people and families in the City.

The strategy covers universal services, family support services and intensive family support services and seeks to align both activity and funding of these services. This is delivered through a co-production approach between our key children's services partners utilising all our community based assets. The Family Support Strategy aligns to the wider **Glasgow City Integration Joint Board's Strategic Plan for Health & Social Care 2019- 2022<sup>2</sup>**, **Glasgow Integrated Children and Young People Service Plan 2017-2020<sup>3</sup>**, **Glasgow's Community Learning & Development Plan<sup>4</sup>** and GCC Education Service's **Early Learning & Childcare the Glasgow Offer<sup>5</sup>**.



## Glasgow's Priorities

To deliver the vision, four key priorities for the Family Support Strategy have been developed by the Partnership:

- 1. All preventative family support activity delivered by the Children's Services Partnership and external partners will be aligned across the city, by Year 2. Family Support will be connected within the local communities and neighbourhoods, and strengthened by further implementation of Getting It Right for Every Child and co-ordination through the community planning process.**
- 2. All funding of family support services by the Children's Services Partnership and external funders will be strategically aligned by Year 3.**
- 3. Our Children's Services Partnership will invest in universal, early intervention and intensive family support services across the City by Year 2 to strengthen the family support infrastructure.**
- 4. A neighbourhood approach to the delivery of family support will be established across the City by Year 3.**

This Family Support Strategy details the priority aims, action required, who is responsible for these action(s) and the timescales for delivery. In addition, this strategy details the benefit to both families and professionals of these actions and the overall outcomes to be achieved through the delivery of these priorities. The tests of concept(s) that align to these priorities have been detailed to provide an overview of the work currently being delivered in partnership in Glasgow.



# Priority 1

1. All preventative family support activity delivered by the Children’s Services Partnership and external partners will be aligned across the city by Year 2. Family Support will be connected within local communities and neighbourhoods, and strengthened by further implementation of Getting It Right For Every Child and the co-ordination through the community planning process.

To deliver effective and efficient family support services to families at a neighbourhood level, it is crucial that partners are aware of what is available within the City in relation to family support services. Aligning all family support activity by three categories – service provider, service type (universal, family support and intensive services) and age range/unique demographic groups is important for developing a comprehensive early intervention and prevention strategy that provides support to families and enables families to help themselves.

This will allow the Family Support Planning Group to assess what is available at a neighbourhood level, and identify gaps in service provision, which will inform the commissioning tender for family support and align funding in order to support a shift towards a neighbourhood approach.

	Aim(s)	Action(s) Required	Responsible	Timescale	Benefit(s) to families	Benefit(s) to Professionals	Outcome(s)
1.1	Align current family support activity under the Family Support Planning Group	All Children’s Services Partnership agencies will map their own family support services	Family Support Planning Group	Year 2 – June 2021	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
		The Family Support Planning Group will collate this mapping and alignment of services	Family Support Planning Group	Year 2 – October 2021			Activity monitored & evaluated
1.2	To develop family support directories for the neighbourhoods/ localities	Directories of family support specific to each locality to be created; this includes the scoping of existing directories/ platforms of GCVS and Your Support Your Way	Locality Planning Groups	Year 1 – December 2020	Families are able to access information on the support they require	Professionals feel informed on what family support is available at a locality and citywide level	Families able to access the right support at the right time.  Improved health and wellbeing

## 2. All funding of family support services by the Children’s Services Partnership and external funders will be strategically aligned by Year 3.

The Partnership is required to review the approach to managing and funding family support as a Children’s Services Partnership. The goal is to align funding across the Partnership in order to ensure sustainable universal, early intervention and intensive family support services are available to all families in need. The Partnership will work at both a strategic and local level to ensure funding streams align.

	<b>Aim(s)</b>	<b>Action(s) Required</b>	<b>Responsible</b>		<b>Benefit(s) to families</b>	<b>Benefit(s) to Professionals</b>	<b>Outcome(s)</b>
<b>2.1</b>	Align current family support activity under the Family Support Planning Group	Formal approach to key funders to ensure funding resources are aligned city wide and at a local level	Senior Management Team, HSCP Children’s Services	Year(s) 1 & 2	Families have timely access to the full range of supports to meet their unique 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
		Profile families and resources to better aid future resource planning	Family Support Planning Group	Year 1 (2020)	Families have access to resources when they need them and resources can be targeted to specific types of families	Informs service delivery of anticipated demand/ pressures on service delivery and/or resources due to changing needs	
		Find flexible solutions for families unable to access family support	HSCP Commissioning Services & Locality Planning Group	Year(s) 1,2 & 3 (ongoing)	Families who previously were unable to access support are provided with help	Ability to identify and refer to organisations able to help families with changing circumstances	
		Scope methods of utilising funding to support the family support strategy	Family Support Planning Group, Locality Planning Group & HSCP Commissioning Services	Year(s) 1,2 & 3	Greater accessibility to services due to investment in services that address families’ needs	Able to address families’ needs via flexible support services	

# Priority 3

## 3. Our Children’s Services Partnership will invest in universal, early intervention and intensive family support services, citywide by Year 2 to strengthen the family support infrastructure.

Our Children’s Services Partnership will continue to invest in universal services including the new Universal Pathway, Early Years 1140 Expansion, and Community Learning and Development. This investment will be ongoing and the Partnership will seek to work collaboratively at a locality/ neighbourhood level to deliver these services.

Our families’ needs will vary in scale, depending on the population 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, taking into consideration the key challenges of service model/capacity, referral criteria and out of hour’s provision. Focus should also be given to increasing the capacity of professionals to deliver family support based on the ten guiding principles identified by professionals and families, and on sharing knowledge, experience and expertise across the Children’s Services Partnership.

HSCP Children’s Services will develop a commissioning tender to increase early intervention and intensive family support. An overview of this tender can be found in the commissioning section of this strategy; a more detailed account can be found within the Commissioning Tender Report. Monitoring and evaluation of this tender will be taken forward by HSCP Commissioning Services and will feed into the Family Support Planning Group.

	<b>Aim(s)</b>	<b>Action(s) Required</b>	<b>Responsible</b>	<b>Timescale</b>	<b>Benefit(s) to families</b>	<b>Benefit(s) to Professionals</b>	<b>Outcome(s)</b>
<b>3.1</b>	Ensure a high standard of family support is accessible, appropriate, timely and effective for Glasgow’s families via statutory and Third Sector Organisations	Ensure that organisations capture and share information on family support that can be monitored through locality planning groups	Locality Planning Groups	Year(s) 1,2 & 3	Access to the right type of support for families that would benefit the most	Greater use of Third Sector and public sector services resources and skills, and shared recognition of best practice  Greater sustainability for Third Sector Organisations and opportunities for growth where appropriate	The range of family support services across the city consistently meet the needs of families and are considered by families to be high quality  Vulnerable families are provided with accessible, flexible support that meets their needs

## Priority 3 *continued...*

Aim(s)	Action(s) Required	Responsible	Timescale	Benefit(s) to families	Benefit(s) to Professionals	Outcome(s)
3.1	Capture children's, young people's, families' and communities' voices and ensure they resonate throughout the design, development and delivery of services	Family Support Planning Group	Year(s) 1,2 & 3	Families find services easier to engage with, as services are informed by families' perspectives and feedback. Families feel empowered to make their own decisions		
	Work within neighbourhoods to identify the needs of children and families and plan with them how to address these needs	Locality Planning Group and HSCP Commissioning Services	Year 1 (November 2020)	Families receive the support service(s) that best addresses their needs and capitalise on community assets		
	Invest and commission services informed by the particular needs of individual neighbourhoods with attention given to: areas of good practice, increased service capacity and out of hour's provision	HSCP Commissioning Services	Year 2 (April 2021)	Families are able to access effective support, when they need it most	Families are well supported from both statutory and Third Sector Organisations with clear pathways/ referral routes	Effective commissioning and delivery of services that support the needs identified

## Priority 3 continued...



Aim(s)	Action(s) Required	Responsible	Timescale	Benefit(s) to families	Benefit(s) to Professionals	Outcome(s)	
3.1	Test innovative models of practice in relation to partnership working, neighbourhood approach and using shared language	Family Support Planning Group will provide the governance for the relevant Test of Concepts:  Glasgow Together NSPCC CNS IFSS	Year(s) 1,2 & 3 (Quarterly reporting to Family Support Planning Group)	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, with the aim of improving access to service(s), range of support options, outcomes for families  Evaluation of all test of concepts will be fed into Family Support Planning Group and shared with wider Children's Services Structure	
3.2	Increase the capacity of professionals to deliver family support using a set of shared principles	Create opportunities for professionals to engage and share learning and good practice	Family Support Planning Group and Locality Planning Group	Year(s) 1,2 & 3 (Ongoing).	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, collaboration and sharing and accepting feedback.	The approach to family support provision is consistently of a high quality, providing flexible and holistic support
	Equip professionals with an understanding of the core principles of family support	Family Support Planning Group and Locality Planning Group	Year 2	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 continues to feed into these principles	Families receive a high quality, consistent approach to family support	

## 4. Establish a neighbourhood approach to family support across the City by Year 3.

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, Glasgow Life and Third Sector and working in partnership to deliver holistic support for children, young people and families. The neighbourhood approach will be achieved by building on the four key strengths identified: focus on families, skilled workforce, good practice and partnership working.

The HSCP, Education Services, Glasgow Life 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, and sharing knowledge and resources.

It is vital when commissioning family support services that organisations can respond at a neighbourhood level, whilst capturing children's, young people's and families' views to inform best practice and service delivery. The Partnership is committed to informing families of the support available within their communities and to strengthening gaps in services through investment in family support and exploring new models of family support through test(s) of concept, and through integration of local experience, knowledge, and research and evidence.

	<b>Aim(s)</b>	<b>Action(s) Required</b>	<b>Responsible</b>	<b>Timescale</b>	<b>Benefit(s) to families</b>	<b>Benefit(s) to Professionals</b>	<b>Outcome(s)</b>
<b>4.1</b>	To provide a local, tiered approach to delivering family support to prevent/divert children, young people and families from receiving statutory social work intervention	Promote the importance of families in improving health and wellbeing of children and young people via the provision of whole family services	Children's Services Partnership, Family Support Planning Group and Locality Planning Group	Year(s) 1,2 & 3	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

## Priority 4 continued...

	Aim(s)	Action(s) Required	Responsible	Timescale	Benefit(s) to families	Benefit(s) to Professionals	Outcome(s)
4.1		Ensure professionals work collaboratively with families to deliver a joined up support package that effectively addresses families' needs	Family Support Planning Group, Locality Planning Group and Commissioning Services	Year(s) 1,2 & 3	Needs assessment and care planning is co-produced with families and relevant Third Sector/ Statutory Services  Families receive support that is commensurate with their level of need at the time they need it most	Professionals have access to appropriate supports to address all family members' presenting needs	Assessment of families' needs is more efficient, resulting in families being supported by relevant Third Sector Organisations or Statutory Organisations who are best placed to support their needs



# Family Support Tests of Concepts

The following initiative and current tests of concepts provide an opportunity to adapt and improve the current system. The desire is to identify what works, and achieve better alignment and coherence in service delivery across our neighbourhoods.

## Education Services - Eligible 2's

The expansion to 1140 hours of provision within early year's nursery settings provides the opportunity to work in partnership to increase the uptake in nursery provision across the city by parents and carers of eligible 2 year olds. Education Services have embarked on engagement and awareness raising sessions across the city to increase the uptake.

In addition to this, Education Services are currently scoping how Eligible 2 statutory funding can be utilised to provide both nursery provision and family support through working in partnership with the Third Sector.

## Outdoor Early Learning & Childcare

Education Services have commissioned a research evaluation exploring the cognitive impact of outdoor play on children's health and wellbeing. Glasgow University will evaluate test sites in Castlemilk, Tollcross and Drumchapel, along with 12 Glasgow City Council Nursery sites.

## Children's Healthy Weight Pre- Five's

A gap was identified in relation to pre-five healthy weight support for NHS GG&C board wide. The Universal Pathway will provide the mechanism by which to address this through child healthy weight (CHW) interventions with children and families within this age group. The Health Visitor/ Family Nurse Partnership intervention will be strengthened through additional training in child healthy weight and tools and techniques which support the adoption of healthy family meals. Additional intervention will be provided through home based support and access to existing community cooking activities. Each locality will host a test of concept initiative where additional capacity of a 0.5 FTE Health Care Support Worker or Third Sector Provider is identified to deliver additional follow up CHW interventions with families in the local area<sup>6</sup>.





### **Children's Neighbourhood Scotland**

Children's Neighbourhood Scotland is a place-based initiative in three locations of Glasgow, which aims to bring together resources, people and organisations within that community to improve the lives of children living there. The approach builds on the success of the Community Planning Partnership's Thriving Places, and aligns with Glasgow's community approach to family support and early intervention, using a 'collective impact' approach to maximise neighbourhood assets and improve pathways of support for children and young people.

### **NSPCC Together for Childhood**

NSPCC Together for Childhood is a place-based initiative in Govan. This test of concept explores child development and looks to build a shared language between families and professionals by using metaphors to explain child development. There are six metaphors that complement the existing HSCP Central Parenting Team Triple P and Solihull approaches, and strengthen the commitment to supporting families to stay together. There is also a focus on child poverty across the neighbourhood.

### **Glasgow Life Family Support – Holistic Needs Assessments.**

A partnership approach between Education Services and Glasgow Life has provided the opportunity for Glasgow Life to deliver family support within a primary school setting, utilising a holistic needs assessment to identify and address families' needs. This work is based on the best practice model previously delivered within Bridgeton Learning Centre by Education Services, Glasgow Life and Clyde Gateway. This model enables families to access family learning and activities, improving literacy and numeracy, and reducing social isolation.



### **Education Services Family Learning and Support**

Family engagement and family learning are part of the quality improvement framework that schools use to continually strive to improve the delivery of services and support for families to be better able to support their child's learning and development.

There are a range of approaches to family engagement across Glasgow that are funded through Education Services, Glasgow's Attainment Challenge and the Pupil Equity Fund. The services delivered include a range of practical support to families, building resilience and focusing on family learning.

### **Family Support Role – Education Services**

Education Services are currently reviewing their Education Liaison Officer Role, with the aim of building family support clusters within school environments through supporting families to access early intervention family support, addressing families' needs and concerns, and helping children and young people to attend school and increase attainment.

### **Intensive Family Support Service (IFSS)**

The HSCP Intensive Services Team, working in partnership with CELCIS and three Third Sector Providers, have been developing a strengths-based intensive family support model, which operates in the evenings and at weekends. This is aimed at families with children on the edge of care, aiming to support families within their homes and communities and reduce the likelihood of children being accommodated. This work is aiming to build a new model of partnership working with both Third Sector and families.



## Glasgow Families Together

Glasgow Families Together is an innovative test of concept to build a collaborative infrastructure between the HSCP and the Third Sector in order to support families using early intervention approaches, to prevent escalation of need and statutory social work intervention. The evaluation and learning from this model will be regularly shared with key stakeholders, and will help to shape the approach to designing and delivering family support services.

Funded on a three year basis by 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 for early intervention and support will be passed to Glasgow Families Together, whereby families will be supported based on their needs by the most appropriate Third Sector Organisation. One organisation has lead responsibility for the management and day to day running of the service. A range of other Third Sector Organisations are contributing to the tiered approach to support, with six primary providers, although there is wider support available within the second tier of support if families require this.

# Family Support Commissioning

HSCP Commissioning Services will work with the Family Support Planning Group (FSPG), families and Children's Services Partners to develop a Family Support Commissioning Tender. The aim of this tender is to provide a range of family support services including: early intervention and prevention and intensive family support. The Family Support Commissioning Tender will reside as separate document from this strategy, however will act as the vehicle to deliver the family support priorities and strengthen the family support infrastructure citywide.

The Tender will aim to have services in place by April 2021 and will cover a period of 2 years with the option for a further 1 year of funding thereafter. This tender will look to strengthen the family support infrastructure across the city, by funding family support services, increasing sustainability of services and allowing more flexibility to families accessing services.

The Tender will commission models of good practice and provide scope to develop new models that address families' needs and preferences. The tender will seek to build on the strengths identified within Third Sector Organisations operating in Glasgow of a focus on families, skilled workforce, good practice and partnership working. It will utilise the family support guiding principles outlined within the strategy development section of this document as a basis for monitoring and evaluation of services. Learning from the development of this strategy will inform the development of the tender. In addition learning from the Glasgow Intensive Family Support (GIFSS) service and the other ongoing tests of concept will inform the development of the tender as the Partnership continues to learn about the most effective approaches for supporting families with children on the edges of care.

During the development of this strategy and commissioning tender, Children's Services has invested an additional £1.98m in family support 2019/20 and £627k in 2020/21. In addition, £600k was invested in intensive family support in 2019/20. This investment will provide financial stability and support for the sector in the interim period, to allow the tender to be delivered by April 2021.





## National Legislation, Policy and Drivers.

Glasgow's Family Support Strategy is being developed and delivered in accordance with a range of National and Local policies, guidance and legislation.

The Children & Young People (Scotland) Act 2014<sup>7</sup> stipulates the need for early intervention and prevention<sup>8</sup>, thus demonstrating the need for a citywide approach to aligning, funding and commissioning family support services in order to deliver this against this duty.

The Community Empowerment (Scotland) Act 2015<sup>9</sup> provides a vehicle via our Community Planning Partnerships to work with our neighbourhood partners to plan, deliver, and strengthen local services. This will be crucial in the delivery of all priorities, and particularly in relation to Priority 4 in relation to establishing a neighbourhood approach to family support<sup>10</sup>.

The Carers (Scotland) Act 2016<sup>11</sup> focuses on Carers' health and wellbeing and on promoting sustainable care. The average age of a young carer is 12, with 1 in 3 young carers spending between 11-20 hours caring each week. One in 10 young carers care from someone with a drug and alcohol problem, and are less likely to see themselves in higher or further education. It is important therefore that this strategy aligns to our draft Young Carers Strategy which looks to work with young carers and their families to build families' strengths and improve the wellbeing and development of children and young people with caring responsibilities<sup>12</sup>. Delivering consistent services across Glasgow to support families through assessing, care planning, and offering a range of interventions (both individual and family work), as well as reviewing the outcomes for families, remain key priorities for the Partnership.

Getting it Right for Every Child<sup>13</sup> and its eight wellbeing indicators of Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included are the framework for all Children's Services Partners. The Family Support Strategy is central to the delivery of GIRFEC in Glasgow, putting families at the centre, and delivering effective, timeous, flexible and holistic support.

GIRFEC will be the mechanism through which a range of national policies will be achieved, including the **Early Years Framework (2008)**<sup>14</sup>, the **Children and Young People's Improvement Collaborative (2012)**<sup>15</sup>, and the **National Parenting Strategy (2012)**<sup>16</sup>.



**The Nuffield Study (2014) "Inequalities in child welfare intervention rates: deprivation and identity"**<sup>17</sup>

highlighted that Glasgow's care experienced children and young people experience a significantly higher rate of poverty than their peers living in other comparable cities. The study also reinforced the relationship between poverty, inequalities and children and young people's experience of care. Therefore it is vital that the Partnership and all providers focus on addressing poverty and inequalities when delivering family support.

The Partnership will ensure adherence to The Equalities Act (2010), The Human Rights Act (1998) and The United Nations Convention on the Rights of the Child when designing, delivering and improving services for families.

The Equalities Act (2010) specifies nine protected characteristics which should be taken into consideration to ensure equality for all including: age, race, sexual orientation, gender identity, marriage and civil partnership, pregnancy and maternity, religion and belief, sexual orientation and socio-economic status and social class<sup>18</sup>.

The Human Rights Act (1998) Scotland protects the civil and political rights of citizens, based on the European Convention of Human Rights, in relation to employment, housing, health, education and adequate standards of living<sup>19</sup>.

The United Nations Convention on the Rights of the Child (UNCRC) is a legally-binding international agreement setting out the civil, political, economic, social and cultural rights of every child, regardless of their race, religion or abilities<sup>20</sup>.



## Local Policy and Governance

**The Glasgow City Children & Young People's Integrated Service Plan (2017-2020)**<sup>21</sup> sets out the 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.

Getting It Right for Every Child (GIRFEC)<sup>22</sup> and its eight wellbeing indicators is the shared framework for ensuring that children and young people achieve their full potential and contribute positively to their communities. The Partnership places children and young people at the centre and is dedicated to working in partnership to use the Family Support Strategy as the vehicle through which to deliver GIRFEC.

Existing planning structures within the Children's Services Partnership will be used to deliver the Family Support Strategy; at a local level through locality planning forums, and at a city wide strategic level via the Family Support Planning Group. The Strategy makes every effort to align with policies outlined below to ensure a clear focus for the funding, commissioning and delivery of all children's services.

- **Glasgow City Integrated Children & Young People Service Plan 2017-2020**<sup>23</sup>
- Health and Social Care (HSCP) Transformational Change Agenda
- **Glasgow's Local Child Poverty Action Plan Report**<sup>24</sup>
- **Community Planning Partnerships**<sup>25</sup>
- **One Glasgow Approach**<sup>26</sup>
- **Glasgow's Community Learning & Development Plan**<sup>27</sup>
- **Early Years and Child Care Strategy the Glasgow Offer**<sup>28</sup>
- Draft Carer Strategy (2018)
- Draft Young Carers Strategy (2018)

The monitoring and evaluation of the Family Support Strategy will sit with the Family Support Planning Group (FSPG). This Group will report directly into the GIRFEC Lead Officers' Group on progress in relation to the delivery and implementation of the four key priorities.





The development of the Strategy can be categorised into three keys phases:

1. Mapping of current service provision.
2. Identifying areas of need, challenges and strengths.
3. Engagement & Consultation.

## Phase 1: Mapping of Current Service Provision

The Family Support Planning Group recognised that 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 locality 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 deliver 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 for further exploration with families and professionals to identify gaps, barriers and strengths of current provision.

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



## Phase 2: Identifying areas of need, challenges and strengths.

To further explore the landscape of current service provision, focus groups were arranged with professionals to gain an understanding of challenges, strengths and gaps in provision. Through these discussions, six areas of need were identified:

1. **Neglect**
2. **Gender Based Violence**
3. **Poverty**
4. **Mental Health**
5. **Children affected by Disabilities and/or with Additional Support Needs**
6. **Asylum Seeking Population**

Each area is detailed below along with 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 relation to the level of need, and therefore locality planning groups will be required to further explore the needs and service provision of their population.



### **Neglect (intended and unintended)**

Approximately one-third of children (35%) listed on Glasgow’s Child Protection Register are experiencing neglect<sup>29</sup>. It is therefore crucial that the Partnership supports parents in developing an understanding of healthy child development, positive parenting and good care.

Service models that deliver a holistic approach to addressing families’ needs are in high demand, and the role of support workers that support parents to set routines, cooking, cleaning and bonding with their children were identified as good models of practice.

### **Gender Based Violence**

Around 33% of Child Protection registrations in Glasgow are due to gender based violence<sup>30</sup>. The focus group participants felt that there was a shortage of services that support children and young people who have experienced gender based violence within their homes, due to waiting times and funding cycles.

Improving access to family support services which address gender based violence in the support provided to children, young people and families is therefore a priority.





## Poverty

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<sup>31</sup>, and some wards experiencing nearly 60% of child poverty. The Local Child Poverty Report (LCAPR) was compiled as a response from Glasgow to the duty placed by the Child Poverty (Scotland) Act 2017. The LCAPR details the work undertaken by partners in order to mitigate child poverty within Glasgow. There are six areas the LCAPR focuses on in relation to poverty:

- Lone Parents
- Families where a members of the household is disabled
- Larger Families
- Ethnic Minority Families
- Families where the youngest child is under 1 year old
- Families where mothers are aged 25 years or younger

These six areas align to what was coming through within the focus groups for the development of the Family Support Strategy. These groups are particularly prevalent in Glasgow with 40% of households being lone parents and 23% of Households reporting a longer term health condition or disability. It is anticipated that by 2021 **50,000 children** Glasgow will live in Poverty<sup>32</sup>.

To mitigate the impact of child poverty, it is vital that Family Support Services provide income maximisation, assistance to reduce living costs, digital inclusion and are able to facilitate/signpost to access affordable housing, child care and employability services.





## Mental Health

Mental Health was identified as a key area of focus for the strategy in relation to three strands:

- Perinatal Mental Health
- Parental Mental Health
- Child & Adolescent Mental Health

Perinatal Mental Health looking to support the mental health of expectant mothers throughout their pregnancy and new families within the first year was identified as an area where services could provide support. This aligns to work undertaken by the Scottish Government in relation perinatal mental health<sup>33</sup>.

Parental Mental Health related to how the Partnership can best support parents suffering from mental health conditions in order to mitigate the impact of their mental health on their children. It is therefore important to work with families and teams supporting these families to provide high quality support. It is also vital to align the Family Support Strategy to the work of **National Mental Health Strategy**<sup>34</sup>.

Child & Adolescent Mental Health services need to be targeted at children and young people who are not able to receive a service from Child and Adolescent Mental Health Service (CAMHS), as they do not meet criteria, however would benefit from some form of mental health support. An accessible and flexible service for children and young people unable to access CAMHS who are experiencing mental ill health was viewed as a priority.



## Children affected by disabilities and/or with additional support needs

A total of 6% of children aged 0-15 years old identify as having a disability in Glasgow, based on the 2011 Census<sup>35</sup>. A lack of support for children, young people and families affected by disability was identified as a key service gap. A service model that delivers respite to families and wrap around support to families with staff who are trained and knowledgeable in health conditions, disabilities and additional support needs are critical to meeting this demand.



## Asylum Seeking Population

Glasgow currently has a significant and growing asylum seeking population settling into the city. Some of these children, young people and their families will have experienced trauma. In addition, poverty will present a significant challenge to these families who have no recourse to public funds and are unable to access employment opportunities. Further work is required to fully explore the needs and experiences of asylum seeking children, young people and families. A holistic approach to identifying needs which is child/family centred would maximise outcomes for children, young people and their families. Services need to be accessible for families for whom English is not their first language.





## Challenges

Building on the six areas of need identified, the FSPG explored 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 areas will be addressed in the commissioning of family support services.

<p><b>Out of Hours Provision</b> is not sufficiently responsive to address need at the point of crises.</p>	<p><b>Referral Criteria</b> - Third Sector Organisations' funding arrangements can shape referral criteria, which can limit access to family support services for those families who need a service but do not meet the criteria.</p>
<p><b>Funding</b> arrangements for family support services have led to concerns about sustainability and long term service provision across the city.</p>	<p><b>Service Model &amp; Capacity</b> - Mapping identified a wide range of services, however further discussion highlighted that only certain services are being used, for example services that provided practical support i.e. routines, cooking, support with bonding were thought to be in higher demand. This has led to service capacity issues in relation to the practical relationship based models.</p>

## Strengths

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.

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



### Phase 3: Engagement & Consultation

The FSPG 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 and trust in 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)

Statutory and Third Sector professionals were also asked 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 was regarded as fundamental, which listened to families’ 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’s Services Partnership to address needs.



Build relationships within families, empower and enable them.  
(Service Manager, HSCP, Children Services)

Work with families in a non-judgemental way.  
(Team Leader, Health Visiting, HSCP, Children Services)





## Engagement & Consultation

There has been continual engagement with partners including Third Sector, Education, Glasgow Life and HSCP in the development of the draft strategy. In addition families' views were captured to inform the strategy via the Third Sector Forum Family Support Sub Group.

Engagement has been undertaken with each of the Children's Services Locality Planning Groups and North East Directory launch group, to provide an overview of the Strategy and to encourage the completion of the online consultation. The views within the locality planning groups have been largely positive with a keen interest on how the Strategy will be progressed, implemented and delivered,

with particular interest surrounding the commissioning of services.

An event on the Family Support Strategy was hosted by the Citywide Forum to allow Third Sector Providers to hear about the Strategy's development, the content of the draft document and to help shape and inform the Strategy's development via their feedback and comments.

Several one to one meetings have also taken place with services such as Child Poverty, the Health Improvement Team, Carers and Glasgow Life to ensure their views are captured and represented throughout the Strategy.

## Online Consultation

An online consultation was used to capture public, Third Sector and other professionals' (who deliver, refer onto or have an interest in family support) views on the draft Family Support Strategy. An extract of the consultation questions can be found in appendices. The online consultation was circulated to a wide variety of stakeholders (see stakeholder table in appendices).

The online consultation was open for a four week period from 29th May 2019 to 28th June 2019. A total of 36 completed responses were captured from a wide variety of organisations including Geeza Break, Glasgow Association of Mental Health (GAMH), and staff within the Health and Social Care Partnership and Education services. The general consensus was agreement on the purpose, vision, strengths, areas of need and priorities. The common themes that emerged from the online consultation included the emphasis to focus on families' needs as a holistic approach, a positive view of co-production with the Third Sector and a clear focus on how to improve lives for children and families. Alignment of funding, activities and strategies were also felt to be important. Adverse Childhood Experiences and Addictions were both highlighted as areas of need within the city that the strategy should make reference too<sup>36</sup>.





## Written Consultation

Six consultation responses were received via email, from organisations including the Third Sector Citywide Forum, Stepping Stones, Glasgow Centre of Population, Health, Glasgow Life and the Education Directorate.

There was a positive response from Stepping Stones and Citywide Forum event feedback emphasising the need for co-production and alignment, the definition of neighbourhoods, and the process for building on the strengths of neighbourhoods by using community assets.

Responses highlighted that the structure of the strategy, the research and legislative context and terminology could be improved. The priorities should be SMART and the plan for measuring these should be included.

## Consultation with Families

The Citywide Third Sector Forum created an accessible, easy to understand leaflet for families, designed to capture children's, young people's, parents' and families' views.

There were 21 responses received from 10 Third Sector Agencies; the 21 responses reached a total of 140 individuals who gave their views on the Family Support Strategy. These individuals were a mixture of teenagers, families, parents and carers, with their views captured in either a group or one to one setting.

Five key questions were asked of respondents in relation to the Family Support Strategy.

1. Do you think the goals for family support set out in the leaflet are the right ones? (Involving parents, citywide support, neighbourhood approach etc.).
2. Do you think we've got it right about what a family support worker should do and how they should behave?

3. Do you think we are working towards the right results for families?
4. Do you understand our plan to improve family support in Glasgow? What information or help would make it easier to understand?
5. Do you have any other suggestions about family support?

Overall a positive response to the goals of the Family Support Strategy, with key themes such as accessibility and awareness of services, funding of services and how the HSCP plans to implement the Family Support Strategy being raised. Families suggested that the core function of a family support worker is to build strong, trusting relationships with families. There was a positive view from families that the FSPG is working towards the right goals. The right support at the right time was viewed as important, and key themes included accessibility and awareness of services, funding, support for asylum seekers and lone parent families, good understanding of the plan and how the HSCP aims to improve family support services and provision. Information that would help make plan easier to understand included accessibility and format of strategy<sup>37</sup>.



# Family Support Principles



Based on the views of professionals and families on what good family support looks like, the FSPG has 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.

## Collaborating:

Establish and maintain relationships with community partners i.e. Third Sector, health visiting, education to provide a joined up approach to family support.

## Communicating:

Communicates effectively to identify needs, plan support arrangements and address needs.

## 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.

## Flexibility:

Adopt a flexible approach to providing support to families, think of innovative solutions or new ways of utilising existing support.

## Assessing:

Ability to work with families to listen to them and assess individual and wider families' needs. Identify family and community strengths.

## Knowledgeable:

Has knowledge of children's services and able to navigate these on behalf of family, or to support the family to navigate these services.

## Empowering:

Enable families to manage their own lives, finances and plan for their future.

## Evaluating:

Review progress of families and adapt support arrangements to suit changing family needs.

## Respectful:

Be respectful, polite and non-judgemental of families. Include them in decisions and keep information confidential.

# References



## P6

1. Glasgow Integrated Children & Young People Service Plan 2017-2020
2. Glasgow City Integration Joint Board's Strategic Plan for Health and Social Care 2019-2022.
3. Glasgow Integrated Children & Young People Service Plan 2017-2020.
4. Glasgow's Community Learning & Development Plan 2018-2021.
5. Early Learning & Childcare the Glasgow Offer

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6. CHW Standards, Implementation Plan NHS GG&C July 2019

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9. The Community Empowerment (Scotland) Act 2015
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## P22

21. Glasgow City Integrated Children & Young People Service Plan 2017-2020.
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25. Community Planning Partnership Website.
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28. Early Years & Childcare Strategy: The Glasgow Offer.

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29. Carefirst Child Projection Figures March 2019.
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31. **The Glasgow Indicator Project**
32. Glasgow Child Poverty Action Plan Report.

## **P26**

33. **Perinatal Mental Health: Needs Assessment & Recommendations (2019) Scottish Government.**
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The Glasgow Indicator Project (2019) <https://www.understandingglasgow.com/>

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HSCP Online Consultation: Draft Family Support Strategy June 2019

Families Consultation: Draft Family Support Strategy July 2019.

