



**Item No. 8**

**Meeting Date: Wednesday 30<sup>th</sup> October 2019**

**Glasgow City  
Integration Joint Board  
Finance, Audit and Scrutiny Committee**

**Report By: Mike Burns, Assistant Chief Officer, Children’s Services and North East Operations**

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**CHILDREN’S SERVICES INVESTMENT PLANS**

<b>Purpose of Report:</b>	The purpose of the report is to provide details of the planned investment by Children’s Services to enhance family support services and to improve the outcomes for care experienced children and young people.
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<b>Background/Engagement:</b>	<p>At its meeting on 7<sup>th</sup> February 2018 the IJB Finance and Audit Committee agreed with the strategic direction of children’s services and the key work streams for the Children’s Services Transformation Programme.</p> <p><a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Transforming%20Childrens%20Services.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Transforming%20Childrens%20Services.pdf</a></p> <p>Since February 2018 progress has been made in the development of the Transformation Programme, particularly in relation to identifying resources from our savings in purchased residential care and a programme of re-investment in prevention and earlier intervention services. This report will provide details of the planned investment of approximately £5.04m Family Support (Early Intervention and Intensive Support) services. This report will also provide details of how we propose to use the investment from the Care Experienced Fund totalling £3,072,291 (£930,360 to August 2019 and £2,141,931 from September 2019 to August 2020).</p>
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<b>Recommendations:</b>	<p>The IJB Finance, Audit and Scrutiny Committee is asked to:</p> <ul style="list-style-type: none"><li>a) Note the content of the report and the progress made in progressing the Children's Services' Transformation Programme which was approved by the IJB as part of the 2019/20 budget;</li><li>b) Discuss and agree the proposals; and</li><li>c) Instruct officers to present an update during 2020/21 on progress.</li></ul>
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### Relevance to Integration Joint Board Strategic Plan:

The IJB Strategic Plan details 5 key priorities that apply to the Children's Transformational Program and investment plan.

1. Prevention, early intervention and harm reduction
2. Providing greater self-determination and choice
3. Shifting the balance of care
4. Enabling independent living for longer.
5. Public Protection

### Implications for Health and Social Care Partnership:

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	All 9 of the Outcomes.
<b>Personnel:</b>	Recruitment of additional capacity and expertise and the opportunity to focus and review best practice across children and families workforce.
<b>Carers:</b>	Implications for foster carers in relation to the tracking of our children through the Care Experienced Team. Implications in relation to the support provided to kinship, foster care and young carers through the family support strategy.
<b>Provider Organisations:</b>	Third sector organisations have been working with HSCP to co-produce two models of family support (early intervention and intensive). We anticipate that tenders for these models will be in issued by 2020/21.
<b>Equalities:</b>	An <a href="#">EQIA</a> for Children Services' Transformational Change Programme was conducted in March 2018.
<b>Fairer Scotland Compliance:</b>	The commissioning process will ensure that we comply with the Fairer Scotland duties.

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<b>Financial:</b>	<p>A reinvestment of £1.98m into family support (Early Intervention) totalling a combined investment of £5.04m in family support.</p> <p>An investment of over £2m from the Care Experienced Fund into care experienced children and young people.</p>
<b>Legal:</b>	<p>Family Support (Early Intervention) and Intensive Family Support Service commissioning framework will work closely with legal services and commissioning to ensure a fair and legal tender process.</p>
<b>Economic Impact:</b>	<p>Positive impact on third and independent sector providers delivering within Glasgow, as we continue to build a sustainable infrastructure for family support.</p>
<b>Sustainability:</b>	<p>Investment in the family support infrastructure and commissioning framework for both early intervention and intensive family support will provide long term sustainability for provider organisations.</p>
<b>Sustainable Procurement and Article 19:</b>	<p>The commissioning/procurement process will ensure that we comply with the Council's policies on sustainable procurement.</p>
<b>Risk Implications:</b>	<p>If the reinvestment in 2019/20 is not continued for subsequent years than this would impact on the family support infrastructure.</p> <p>There is a disinvestment in family support services by other funders such as Robertson Trust, Big Lottery and Integrated Grant Fund.</p> <p>The capacity of the third and independent sectors to deliver the quality/volume of support required in relation to family support services.</p> <p>The workforce is unable to take on new ways of working.</p>
<b>Implications for Glasgow City Council:</b>	<p>Alignment of funding and delivering of family support services in line with the family support strategy priorities.</p> <p>Investment in family support for both early intervention and intensive support will see a shift in the balance of care towards community base asset approaches.</p>
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	<p>Alignment of funding and delivering of family support services in line with the family support strategy priorities.</p>

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### 1. Purpose

- 1.1 The purpose of the report is to provide details of the planned investment by Children's Services to enhance family support services and to improve the outcomes for care experienced children and young people.

### 2. Background

- 2.1 At its meeting on 7<sup>th</sup> February 2018 the IJB Finance and Audit Committee agreed with the strategic direction of children's services and the key work streams of the Children's Services Transformation Programme. The paper details the work undertaken for Family Support (Early Intervention) and Intensive Family Support services.

<https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Transforming%20Childrens%20Services.pdf>

- 2.2 The report also highlighted the work surrounding the reduction in high cost, out of city placements, which has since resulted in £14.9m in savings in the past 3 years allowing for the £1.98m investment within family support. Use of high cost placements has continued to reduce with a 30% decrease since 2016/17.

### 3. Investment

#### 3.1 Family Support (Early Intervention)

An overarching Family Support Strategy has been co-produced with the third sector, families, the HSCP, Education Services and Glasgow Life. The strategy sets out our definition of family support, seeks to align the funding and activity of family support services and prioritises new investment in services at a neighbourhood level to improve outcomes for children and families. A commissioning framework is currently being developed for early intervention family support, which will seek to have services in place by April 2020/21. The anticipated outcomes are:

- Families stay together and thrive, living healthier, longer lives
- Assessments of families' needs are more effective resulting in families being supported by the service(s) that is best placed to support their needs
- Families in greatest need have equal access to the right type of support regardless of the neighbourhood they reside in
- Greater alignment of funding/budgets allows for increased investment of services and targeting of needs
- The available city wide spend on earlier intervention, prevention and family support is co-ordinated and implemented effectively and operates with greater cohesion
- Effective commissioning and delivery of services to increase access to services that support the areas of needs identified
- Family support activity is aligned, monitored and evaluated resulting in the ability to identify future gaps in service provision.

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- 3.2 The financial investment outlined is an interim measure and occurs prior to the implementation of the full tendering exercise for both the comprehensive family support framework and the tendering of the intensive family support component. Both of these commissioning initiatives are connected and aligned. Together these strategic commissioning approaches will strengthen our implementation of the policy aspirations of getting it right for every child and will in time bolster our local strategy for prevention.
- 3.3 As an interim measure, until the Family Support Strategy and commissioning framework are agreed, we are proposing to invest £1.98m into early intervention family support infrastructure across the city during 2019/20. This is in addition to the £3.05m currently invested within the early intervention family support. Therefore, a total investment for 2019/20 of £5.04m is available for family support services.
- 3.4 This is a 65% increase in investment by the HSCP in early intervention family supports since 2016/17. Investment in services range from delivering holistic relationship based support, creative arts and support for asylum seekers. Appendix 1 provides a breakdown of the planned investment.
- 3.5 From 2020/21 we anticipate that the budget will be included in a longer term commissioning arrangement that will place family support funding on a more sustainable basis and provide more certainty for the organisations providing these services.

### **4. Intensive Family Support Service**

- 4.1 Working with the Centre for Excellence for Looked After Children in Scotland (CELCIS) and third sector providers we are using Active Implementation improvement methodology to develop a model of support for intensive services aimed at over 12 year olds on the edges of care. This is a co-production between Glasgow City HSCP, Barnardos, Action for Children and Includem.
- 4.2 In addition to this model the three third sector organisations will provide enhanced out of hours support city wide. The investment into this test of change is £615k and the project life span is from August 2019 to November 2020.
- 4.3 Should the test of change prove effective we intend to commission this service for implementation across the whole of Glasgow in April 2020, with the intention that services will be in place by November 2020.

### **5. Care Experienced Fund**

- 5.1 In 2018/19 and 2019/20 the Scottish Government has allocated £3,072,291 to Glasgow from its Care Experience Fund (on a non-recurring basis) and this has given us an opportunity to align HSCP and Education Services resources and budget, to achieve the shared objectives of improving the attainment and outcomes for care experienced children and young people. More detail on how we are using this fund is highlighted below; and Appendix 1 provides more detail on the planned investment.

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### 6. The Care Experienced Team

6.1 The Care Experienced Team is a joint Education Services and HSCP initiative to improve the planning and co-ordination of support for care experienced children and young people. The objectives of this team are:

- To reduce the attainment and achievement gap for care experienced children and young people
- To become champions for Glasgow's care experienced children and young people
- To ensure that all care experienced children and young people reach their full potential.

6.2 Details of the staffing and funding for the team are included in Appendix 1.

### 7. Children's Transformation Programme

7.1 To support the Children Services' transformational change agenda three team leaders will be recruited for foster care, residential and intensive family support. This is to aid the development, implementation and delivery of the three key work streams. To support this work in relation to data and business support systems a data analyst will be recruited. The current projected investment is £300K to support this work. A short description of each workstream is available below:

7.2 **Residential Care** – develop and implement a new model of residential practice which can transform care for young people with CELCIS providing the expert support to guide us through the active implementation frameworks to ensure that this model is appropriately designed, tested and scaled up across all 20 children's houses. The aim is to reduce placement breakdown and the number of moves children and young people have within our residential homes and to improve their educational attainment. We also want to develop a focus on supporting children / young people to go home (where that is an option) by de-escalating care needs.

7.3 **Foster Care** – develop and implement a new model of support for foster carers to ensure they are effectively equipped to care for the young person and to help prevent placement breakdowns (reducing harm and further escalation of care needs). We will do this by equipping our supervising social workers (and others involved in providing care and support to the young people and their foster carers) with the appropriate skills and competences evidenced by structured development and coaching opportunities.

7.4 **Intensive Family Support Service** – as referenced in this report. Co-produce with the third sector a model of intensive family support for those young people (aged 12+) on the edge of care to ensure they are supported wherever possible to remain at home, with their family, in their community and thrive. Importantly this support will include out of hours provision and a continuity of service provision. The model will be developed and tested throughout 2019-2020 on a 'test of concept' basis which will inform the ongoing commissioning of the service thereafter.

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### 8. Review Team

8.1 Our work with CELCIS has provided us with the opportunity to reflect on our practice. We plan to invest £0.234m into staffing for an Audit and Review Team whose main focus will be to ensure:

- Independently audited and reviewed assessment and care plans
- The voice and the views of the child/young person is both recorded and present
- A detailed education plan is produced for the review, generated from additional capacity
- Alignment occurs with additional support for learning Act, legislation deems those on Children's Supervision Order as having assessed needs until otherwise assessed
- Utilising the legislation will enable the Team around the child to bolster support around that child/young person.

8.2 A paper is being drawn up that details the Audit and Review team test of change concept. A breakdown of the projected investment within the team is detailed within Appendix 1.

### 9. Recommendations

9.1 The IJB Finance, Audit and Scrutiny Committee is asked to:

- a) Note the content of the report and the progress made in progressing the Children's Services' Transformation Programme which was approved by the IJB as part of the 2019/20 budget;
- b) Discuss and agree the proposals; and
- c) Instruct officers to present an update during 2020/21 on progress.

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Appendix 1

Children & Families Funding Plan 2019/20												
			Earmarked Reserves (Health)		Care Experienced YP				Intensive Family Support (Edge of Care)		Family Support New Investment	
			2019/20	2020/21	Dec 2018 - March 2019	April 2019 - Aug 2019	Sept 2019 - March 2020	April 2020 - Aug 2020	2019/20	2020/21	2019/20	2020/21
					2018/19 cost (incl 3.5%)	2019/20 cost (incl 3.0%)	2019/20 cost (incl 3.0%)	2020/21				
<b>FUNDING AVAILABLE</b>			£ 600,000	£ -	£ 191,705	£ 738,655	£ 2,141,931		£ 986,300	£ 986,300	£ 1,000,000	£ 1,000,000
<b>INVESTMENT PLANS</b>												
			<b>Area</b>									
High Cost Care Management	Service Managers	Citywide			£ 15,564	£ 20,064	£ 48,154					
Additional Capacity in Provided Residential	Residential Worker Day	Citywide			£ 13,605	£ 17,890	£ 42,935					
	Residential Worker Night	Citywide			£ 11,662	£ 15,334	£ 36,801					
20 UASC	Qualified Social Worker	Citywide			£ 16,759	£ 22,011	£ 52,827					
Peripatetic Team - Additional Support to Provided Residential	Residential Worker Day	Citywide			£ 68,026	£ 89,448	£ 214,675					
	Residential Worker Night	Citywide			£ 58,308	£ 76,669	£ 184,005					
Alignment of Unit Manager into Joint Integrated Team	Unit Manager	Citywide			£ -	£ 13,385	£ 32,123					
<b>Provided / Purchased Foster Care</b>	Qualified Social Worker	Citywide			£ -	£ 22,011	£ 52,827					
YP on the Edge of Care	Service Manager	Citywide			£ 7,782	£ 20,064	£ 48,154					
YP on the Edge of Care	Service Manager	Citywide			£ -	£ 20,064	£ 80,257					
YP on the Edge of Care	Head of Service	Citywide			£ -	£ 20,902	£ 50,164					
Intensive Family Support - Includem 10% variation	Intensive Family Support - Includem 10% variation	Citywide			£ -	£ 112,500	£ 37,500					
CELCIS	CELCIS	Citywide			£ -	£ 100,000						
Family Group Decision-Making / Lifelong Links	Qualified Social Worker	Citywide			£ -	£ 66,034	£ 158,481					
Data Analyst	Senior Officer	Citywide			£ -	£ 22,038	£ 52,890					
Digital Inclusion	Team Leader	Citywide			£ -	£ 13,370	£ 32,089					
Review Team	Service Manager	Citywide			£ -	£ 20,064	£ 80,257					
Review Team	Team Leader	Citywide					£ 256,984					
Review Team Admin	Admin	Citywide					£ 300,010					
Young Persons post	New	Citywide										
Notre Dame	New	Citywide										
CET Service Manager	New	Citywide					£ 74,616					
Outdoor Resource Centre - 3 posts	New	Citywide					£ 130,700					
Implementation Team (4 x Grade8)	New	Citywide					£ 194,742					
Integrated Professional (2x Grade6)	New	Citywide					£ 87,133					
IFSS Speech & Language Therapist	New	Citywide					tbc					
FFC Creative Strategy	New	Citywide					tbc					
ESOL Support	New	Citywide					£ 5,400					
ESOL Support	New	Citywide					£ 1,500					
Residential Unit Manager (seconded to Implementation Team)	New	Citywide										
IFSS Psychologist	New	Citywide					£ 64,914					



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INVESTMENT PLANS		Area											
Senior Residential Practitioner (Grade 7)	New	Citywide					£ 53,563						
Test of Change (AFC/Barnardos/Includem)	New	Citywide	£ 126,000	£ 307,500			£ 250,000						
Jeely Piece	New	South								£ 24,822.50	£ 24,822.50		
Drumchapel 3D	New	North West								£ 41,650	£ 13,884		
Investment in QSW Taskforce and Step Down (20 x QSW's)	New	Citywide						£ 500,000	£ 1,071,270				
Aberlour - Bridges Project - North West	Existing	North West								£ 98,146			
Aberlour - Bridges Project - South (sec 15)	New	South								£ 69,500			
Homestart South (Sec 15)	Existing	South								£ 70,000			
Homestart North	New	North West								£ 16,777			
TASK South	New	South								£ 90,000	£ 30,000		
Action for Children - Ruchill Family Support (top-up)	New	North West								£ 120,000			
Barnardos Family Support Service	New	North East								£ 10,000			
Signs of Safety	New	Citywide	£ 85,000										
Action for Children - Sidestep (Big Lottery match-funding)	Existing	Citywide								£ 92,310	£ 78,779		
Review of FFT	New	Citywide	£ 200,000										
Social Prescribing/Personalisation (£20k per team) - Section 22	New	Citywide								£ 60,000			
Ante Natal JST Admin Support	New	Citywide								£ 20,000			
Stepping Stones (split 50/50 with Education)	New	Citywide								£ 65,000			
Children 1st	New	South								£ 50,000			
SDS Children with a Disability (increase amounts available)	New	Citywide											
Impact Arts	New	North East								£ 44,202			
Geezabreak (South)	New	South								£ 41,250	£ 13,750		
Health Care Support Workers (Neglect)	New	Citywide								tbv			
Service Manager Admin (Grade 3 x6)	New	Citywide								£ 153,424			
Children Neighbourhood Scotland - Drumchapel	New	North West								£ 25,000			
Weaning Get Cooking Get Shopping (3 groups in each locality)	New	Citywide								£ 27,000			
<b>TOTAL</b>			<b>£ 411,000</b>	<b>£ 307,500</b>	<b>£ 191,705</b>	<b>£ 671,847</b>	<b>£ 2,623,702</b>	<b>£ -</b>	<b>£ 500,000</b>	<b>£ 1,071,270</b>	<b>£ 1,119,081</b>	<b>£ 161,236</b>	
<b>BALANCE REMAINING</b>			<b>£ 189,000</b>	<b>-£ 307,500</b>		<b>£ 66,808</b>	<b>-£ 481,771</b>		<b>£ 486,300</b>	<b>-£ 84,970</b>	<b>-£ 119,081</b>		

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Existing Family Support		Area	Amount	Period
Young Carers Strategy	Existing	City wide	100,000	1.4.19-31.3.21
Consortium	Existing	City wide	50,000	
Barnardos (PACE)	Existing	City wide	500,000	
Includem	Existing	City wide	1,500,000	
Notre Dame	Existing	City wide	66,000	
Quarriers & Childern 1st Family Support Kinship	Existing	South	92,962	1.4.19-31.3.20
Jeely Piece	Existing	South	100,000	
Quarriers & Childern 1st Family Support Kinship	Existing	North West	87,169	1.4.19-31.3.20
Action for Children	Existing	North West	61,000	
Quarriers & Childern 1st Family Support Kinship	Existing	North East	117,116	1.4.19-31.3.20
Geeza Break	Existing	North East	90,000	
Quarriers (Ruchazie)	Existing	North East	290,000	
<b>Total</b>			<b>3,054,247</b>	