



## Item No: 9

Meeting Date: Wednesday 1<sup>st</sup> August 2018

### Glasgow City Integration Joint Board Performance Scrutiny Committee

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

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<p style="text-align: center;"><b>DRAFT ANNUAL REPORT FOR THE GLASGOW CITY CHILDREN AND YOUNG PEOPLE INTEGRATED SERVICE PLAN 2017-2020</b></p>
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<b>Purpose of Report:</b>	To provide the IJB Performance Scrutiny Committee with the draft version of the annual report for 2017/18.
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<b>Background/Engagement:</b>	The IJB received a report on the Children and Young People Integrated Service Plan for 2017-2020 at its meeting on 21 June 2017. The report advised that an annual report would be produced at the end of each year to provide evidence of the progress achieved in the first year by Glasgow's multi-agency children's services partnership.
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<b>Recommendations:</b>	<p>The IJB Performance Scrutiny Committee is asked to:</p> <ul style="list-style-type: none"><li>a) note progress with the implementing the actions outlined in Glasgow's Children and Young People Integrated Service Plan 2017-2020; and</li><li>b) note the final version of the annual report will be agreed with the Children's Services Executive Group at its next meeting and will be reported back to Committee if there are significant changes.</li></ul>
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## Relevance to Integration Joint Board Strategic Plan:

The plan sets out the vision and 5 strategic priorities for children and young people services across the City and incorporates the IJB's transformation plan for children's services.

## Implications for Health and Social Care Partnership:

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	All outcomes
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<b>Personnel:</b>	No specific implications, although the detail initiatives outlined in the CYP Plan include a wide range of workforce related issues.
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<b>Carers:</b>	The plan sets out the strategic direction for children's services, including those related to supporting carers, such as kinship carers.
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<b>Provider Organisations:</b>	The plan sets out the strategic direction for children's services, including those delivered by provider organisations.
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<b>Equalities:</b>	The plan sets out the key strategic direction for children's services and outlines how the partners would like to use resources differently, such as transforming the balance of care through re-focusing investment on prevention and early intervention and moving from high cost forms of care to family and community based forms of care and support for vulnerable children and young people. An equality impact assessment on the IJB's transformation programme has been completed and outlines a number of actions for us to take forward.
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<b>Financial:</b>	The plan sets out the key strategic direction for children's services and outlines how the partners would like to use resources differently, such as transforming the balance of care through re-focusing investment on prevention and early intervention and moving from high cost forms of care to family and community based forms of care and support for vulnerable children and young people.
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<b>Legal:</b>	Part 3 of the CHILDREN AND YOUNG PEOPLE (SCOTLAND) ACT 2014 places a duty on each local authority and the relevant health board to jointly prepare a children's services plan for the area of the local authority covering a 3 year period. A range of other relevant local and national bodies are expected to be either consulted with, or obliged to participate,
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	at various stages of the development of the plan. It also requires the local authority and relevant health board to jointly publish an annual report detailing how the provision of children's services and related services in that area have been provided in accordance with the plan.
<b>Economic Impact:</b>	Improving the life chances for children and young people should have a positive impact on the city in the longer term as the young people will be able to more fully contribute to Glasgow's economy.
<b>Sustainability:</b>	Not applicable
<b>Sustainable Procurement and Article 19:</b>	Not applicable
<b>Risk Implications:</b>	<p>There are two risk implications of not publishing a plan and an annual report on the plan:</p> <ol style="list-style-type: none"> <li>1. The health board and council would be in breach of the Children and Young People (Scotland) Act 2014 and may be subject to legal action.</li> <li>2. Stakeholders would not have a clear understanding of our key strategic priorities for children's services and our progress with implementing these priorities.</li> </ol>
<b>Implications for Glasgow City Council:</b>	Legal requirement for the local authority to produce a children and young people integrated service plan.
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	Legal requirement for the health board to produce a children and young people integrated service plan.

## 1. Purpose of Report

- 1.1 To provide the IJB Performance Scrutiny Committee with the draft version of the annual report for 2017/18.

## 2. Background

- 2.1 The IJB received a report on the recently completed Children and Young People Integrated Service Plan for 2017-2020 at its meeting on 21 June 2017. The report advised that an annual report would be produced at the end of each year to provide evidence of the progress achieved by the multi-agency children's services partnership.

- 2.2 Glasgow City Community Planning Partnership has responsibility for the plan and has delegated this to the Children's Services' Executive Group (CSEG), which is currently chaired by the Executive Director for Education Services.
- 2.3 In accordance with the statutory guidance a draft annual report has been prepared to cover the first year of the plan (2017-18) and this is attached as the appendix to this report. It should be noted that the annual report is still in preparation and has not been considered yet by CSEG or our partners.
- 2.4 A copy of the Children and Young People Integrated Service Plan 2017-20 is available at the following link:  
<https://glasgowcity.hscp.scot/children-and-young-people-integrated-service-plan>

### **3. Recommendations**

- 3.1 The IJB Performance Scrutiny Committee is asked to:
- a) note progress with the implementing the actions outlined in Glasgow's Children and Young People Integrated Service Plan 2017-2020; and
  - b) note the final version of the annual report will be agreed with the Children's Services Executive Group at its next meeting and will be reported back to Committee if there are significant changes.



# **Glasgow City Integrated Children & Young People's Service Plan 2017-2020**

## **DRAFT Annual Report 2017/2018**

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## 1.0 Glasgow's Vision

Glasgow's vision is:

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

To achieve our vision for children and young people we have embedded the Getting It Right For Every Child (GIRFEC) principles of Safe, Healthy, Achieving, Nurture, Active, Respected, Responsible and Included (SHANARRI) into all aspects of the Children's Service's Partnership. This Partnership includes NHS GG&C, Glasgow City Council Education Services, Glasgow City Health and Social Care Partnership, Police Scotland, Glasgow Life and third sector organizations; it aims to support children, young people and their families via innovative support services and joint working.

We want every child and young person to feel safe and supported to achieve their full potential, whilst contributing to their local communities. We are committed to promoting the rights of children and young people and our Integrated Children and Young People's Service Plan 2017-2020 ('The Plan') is underpinned by the UN Convention on the Rights of the Child.

### 1.1 Strategic Priorities

To deliver against our vision, five strategic priorities were identified by the Children's Services Partnership and form the framework for [Glasgow City's Integrated Joint Board Strategic Plan 2016-2019](#). The strategic priorities are:

1. Keep Children Safe
2. Healthy and Resilient Children
3. Family Support and Early Intervention
4. Raise Attainment and Achievement for All
5. Care Experienced Children and Young People

This Annual Report will demonstrate how Glasgow's Children's Services Partnership has contributed towards these priorities in 2017/2018 and sets out how we will continue to support children and young people in Glasgow in the coming years.

## 2.0 Overview of Planning & Governance Structure

Our **Children's Services Executive Group (CSEG)** is chaired by the Executive Director of Education Services and includes senior management from across all partnership agencies. The aim of this group is to provide leadership and strategic direction for the delivery of the [Glasgow City Integrated Children and Young People's Service Plan 2017-2020. \(2\)](#).

The **GIRFEC Lead Officers Group** is jointly chaired by the HSCP Assistant Chief Officer and Head of Inclusion for Education, the remit of this group is to ensure GIRFEC is fully embedded within the Children's Services Partnership. This includes overseeing the role of the five strategic planning groups that look to deliver against the strategic priorities (2).

The **Child Protection Committee (CPC)** vision is:

*"Glasgow's children have a right to feel safe and be protected. In Glasgow, all services have a responsibility to ensure children are safe and their needs met. Services will work in partnership with children and their families and communities wherever possible to achieve this"*

To achieve this vision the CPC has three key objectives:

- To ensure strategic leadership and ownership of activity in Glasgow to protect children and young people.
- To improve co-operation between agencies in Glasgow in their work to protect children.
- To enhance the development and delivery of service in Glasgow.

The CPC is the primary strategic planning group for inter-agency child protection work in Glasgow. It is responsible for ensuring that agencies respond in a co-ordinated way to the identification of, response to and prevention of child abuse. The CPC meets every eight weeks and actions are taken forward by the Child Protection Lead Officer within a number of subgroups and short term working group.

**Care Experienced Young People Group** aligns with the Care Experienced Children and Young People Priority, with a clear focus on delivering 10 work streams to support Glasgow's most vulnerable children. Focusing on reviewing existing practices and innovative approaches to achieve positive outcomes for care experienced children and young people, these work streams include:



- Corporate Parenting
- Placement Prioritisation
- Safeguard
- Gift/Best
- Kinship Care Liaison
- Continuing Care
- Permanency
- Secure Care
- Glasgow's Children's Hearings
- Adoption and Fostering

**Family Support Planning Group** aligns with the Family Support and Early Intervention Priority this group has created a Family Support Strategy, which enables the delivery of several new projects and reviews of existing service delivery and commissioning structure. This group oversees five key work streams including:

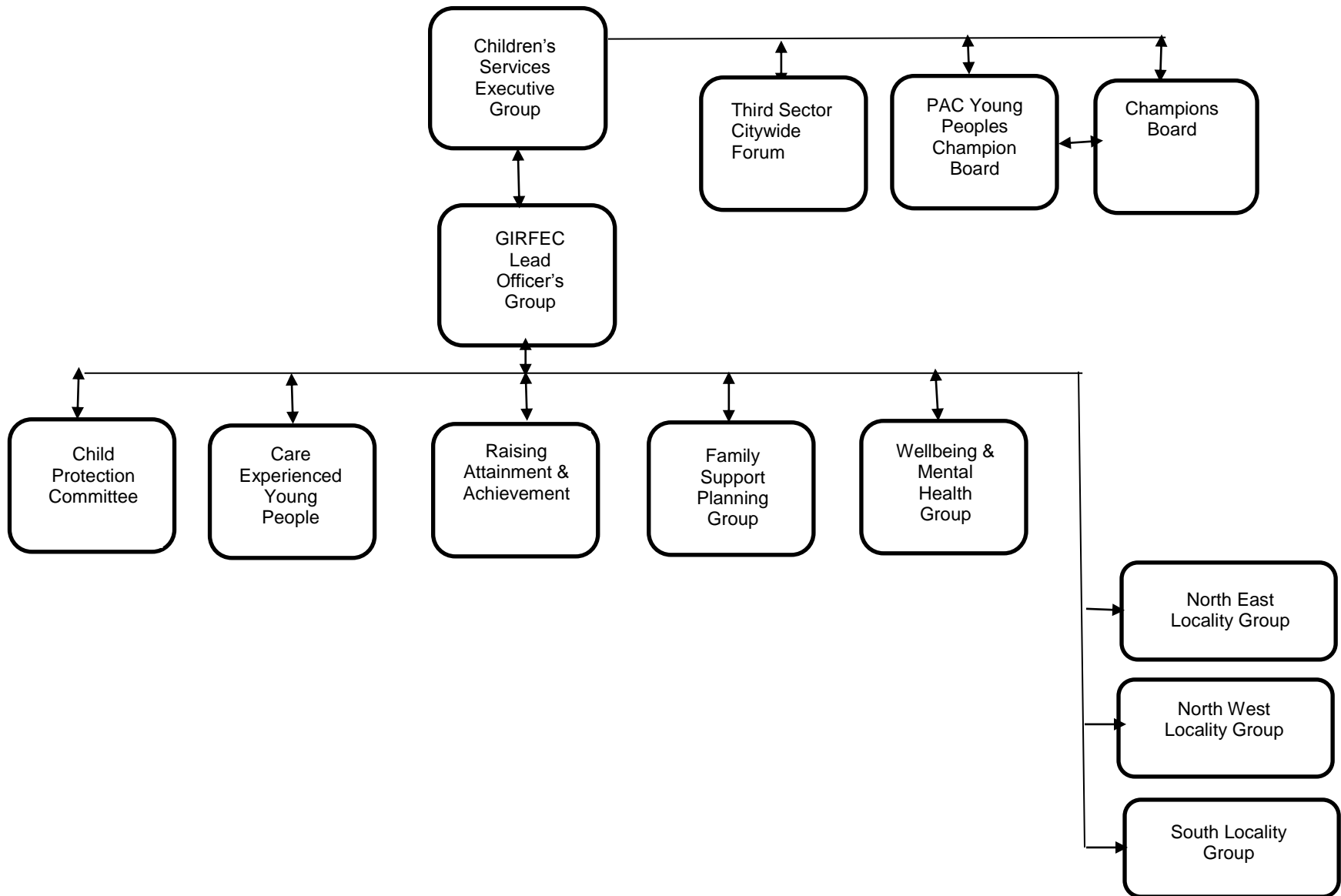
- Early Intervention
- Children and Families Leaving Care
- Youth Justice
- Parenting
- Edge of Care

**Raising Attainment and Achievement Group** is aligned with the Raise Attainment and Achievement for All Priority, this group is currently being established, part of their remit will be to focus on raising attainment levels for care experienced children and young people.

**The Wellbeing and Mental Health Group** aligns with the Healthy and Resilient Children Priority, this group is currently being established, its focus will include children and young people's mental health services and child poverty.

It is important to note that all groups will link to share knowledge and best practice across the partnership. The work streams identified under each strategic group are delivered through our locality children's planning groups and we intend to ensure that strong connections are made with community planning structures and the work of the third sector forum. The progress we are making against our strategic priorities is detailed in the subsequent section.

## 2.1 Children's Services Planning & Governance Structure



## **2.2 Supporting Collaboration and Partnership Working across Children's Services**

During 2017/18 we devoted considerable energy and time to reviewing our structures, engaging with our staff and taking forward activities to promote partnership and collaborative working across children's services. Key elements of this work during the year have included:

- We have streamlined and re-organised the overarching planning and governance structures so that they are aligned with the strategic outcomes of the integrated children's services plan and reduce the amount of time spent in unproductive meetings. This review of the structure also resulted in stronger connections and greater synergy between the work of the Child Protection Committee and the wider children's services planning arrangements.
- Undertaken development work with teams and individuals, such as coaching, mentoring, leadership development, team effectiveness and service improvements. Work surrounding team effectiveness has been particularly fruitful in relation to Children's Services. The theory underpinning this work is that highly functioning teams equal greater outcomes for services users.
- Held a wide range of multi-agency events with staff across the city to engage with them on the future strategy for children's services. These events were positively evaluated and we intend to continue with this scale of engagement in the future years.
- Commissioned a cultural partnership assessment survey to seek the views of staff in Education Services, Social Work, the NHS and the third sector as a way of identifying the strengths and areas for improvement. The outcome of the survey will be used to inform future development work to support the partnership.
- A city wide forum for the children's services third sector has been established and provides opportunities for the third sector organisations to make a strategic input into the children's services planning structures.

### 3.0 Progress on Strategic Priorities 2017/18:

#### 3.1 Keep Children Safe

<b>Early identification and freeing children and young people from Neglect</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
<p>Continue to work across all services and partners to improve our approaches to early identification of neglect.</p> <p>Ensure the Working with Neglect Practice Toolkit is used by all partners when there is a child at risk in the home.</p> <p>Continue to work with colleagues in adult services to raise awareness of children living with neglect.</p>	<p>Building on the Neglect Summit of 2017, Glasgow’s Child Protection Committee (CPC) established a Neglect Sub Group consisting of Children’s Service’s Partnership agencies along with Addictions, Mental Health and Adult Services. Their aim is to improve the identification and response to neglect within the city.</p> <p>There is currently a review of the Neglect Practice Toolkit which will be completed in the latter half of 2018. Refresher training has been delivered to 330 staff members on the neglect toolkit.</p>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Safe, Healthy, Achieving, Nurtured</p> <p>(3), (6), (12), (19), (27), (28), (29), (31), (39)</p>	

<b>Safe from Child Sexual Exploitation</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
<p>Continue to work with Police Scotland to improve responses to child sexual exploitation.</p> <p>Increase children and young people’s awareness of internet based abuse.</p>	<p>We continue to progress our Child Sexual Exploitation Work Plan focusing on community engagement, intelligence sharing, and raising awareness.</p> <p>150 pupils from 5 south side primary schools received coaching in the dangers of child exploitation, coaching also included alcohol and drug misuse and cyber safety (1).</p>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Safe, Healthy , Achieving, Nurtured</p> <p>(3), (6), (12), (19), (27), (28), (29), (31), (34), (39)</p>	<p>Raising awareness within the community, support services and night time economy providers is crucial to delivering against this priority. A Community Engagement Pilot is</p>

	<p>currently underway within Glasgow's south side, to raise awareness of child sexual exploitation. We are currently drafting an engagement plan to continue this work.</p> <p>We established a multi-agency partnership approach to information sharing this includes Police Scotland, Education Services and third sector. This approach allows for information to be shared in respect of vulnerable children and young people along with alleged perpetrators. This is a relatively new concept which is anticipated to be fully implemented within 2018.</p> <p>We are finalising our guidance on child sexual exploitation entitled "Young Person's Support and Protection Procedures", a multi-agency approach we are aiming to embed during 2018.</p>
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<b>Safe from harm to themselves and others</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
<p>Continue to improve the multi-agency evidence based support to meet the complex needs of those young people affected by harm.</p>	<p>A review of our Intensive Support Monitoring Services (ISMS) and Young Women's Service (YWS) recommended that these services are remodeled into one service. The resulting service will provide support to the city's most vulnerable children and young people and utilise family functional therapy and third sector services to support families within the community.</p> <p>ISMS and YWS supported 150 young people in 2017/18.</p> <p>We continue to deliver the One Glasgow Reducing Offending (12-25) work stream delivering services for young people involved in offending.</p> <p>Glasgow City ADP have invested in a</p>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Safe, Healthy, Achieving, Nurtured</p> <p>(3), (6), (12), (19), (27), (28), (29), (31), (39)</p>	

	<p>programme of work across both school and community settings to reduce the numbers of young people engaging with multiple risk behaviors and provide support to those identified as already being at risk. The 1-2-1 service will target young people through the joint support team structures in the city.</p>
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<p align="center"><b>Improve the quality and recording of chronologies:</b></p>	
<p><b>What we said we would do:</b></p>	<p><b>What we have done:</b></p>
<p>Continue to provide training for staff on the effective use of chronologies.</p> <p>Support staff to feel confident using chronologies to identify otherwise invisible patterns of behaviour.</p>	<p>A key factor in identifying child neglect is the updating and maintenance of chronologies; with this in mind Glasgow's CPC established a training programme on 'Maintaining a Chronology of Significant Events for Children and Young People'.</p>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Safe</p>	<p>This programme will enable staff to identify risk and how best to manage that risk, along with significant events that could adversely impact on the child or young person.</p> <p>This multi –agency approach to training will be delivered by the CPC Learning and Development Officer and is anticipated to be delivered to staff within the Children's Service's Partnership and wider HSCP in 2019.</p>

**3.2 Healthy and Resilient Children**

<b>Promote Healthy Lifestyle Choices</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
<p>Health Improvement, Education Services and Third Sector Organisations providing family support will ensure children and families are well informed about healthy lifestyle choices in nurseries, schools and other settings.</p>	<p>We delivered 10,295 ready to learn assessments (27-33 months) to identify children who require assistance with their health, development or wellbeing in 2017/18.</p> <p>A review of Health Visiting Universal Pathways has led to the creation of a new Universal Pathway, whereby caseload is linked with levels of deprivation and more contacts occur between families and health professionals.</p> <p>We continue to work in partnership with Education Services to deliver Child Smile and Smile Too tooth brushing programmes.</p> <p>Our health improvement teams continue to promote breastfeeding support groups, starting solid workshops and baby/toddlers groups.</p> <p>We continually monitor the health and wellbeing of our children and young people via The Glasgow City Schools Health and Wellbeing Survey to monitor the impact of programmes and interventions, a new survey will be issued summer 2018.</p> <p>A range of health and wellbeing curriculum materials are used to promote a healthy lifestyle, including drugs/alcohol, relationships and sexual health.</p>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Healthy, Active, Respected</p> <p>(3), (6), (12), (24)</p>	

	<p>Support for overweight adolescents is provided through the 'Weigh To Go' service which successfully supported over 100 young people in 2017-18 to lose weight.</p> <p>The transformational review of Sexual Health Services has highlighted further engagement work with young people. Sandyford Clinics will provide a mix of walk in/appointment after school hours at locations convenient to young people (3).</p> <p>Young People have been recruited as ABLE Volunteers who engage with other young people to demonstrate how information/services can be accessed online such as Sandyford Sexual health Services and Youth Providers Online Directory (1).</p> <p>A review of youth health service provision carried out across the city in 2016-17 recommended that consistent health &amp; wellbeing services should be made available to all young people across the city. A steering group has been convened to progress this recommendation.</p>
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<b>Promote play, fun and sport</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
<p>Glasgow Life and Third Sector Organisations will ensure care experienced children and young people have access to local facilities and clubs.</p>	<p>Glasgow Life match funded £150K investment from Life Changes Trust for the establishment of the Family Activity Budget. This is for care experienced children aged 14+ to uptake activities to improve health and wellbeing delivered via their Young Scot cards.</p>
<b>GIRFEC/UN Article Alignment:</b>	



<p>Healthy, Active, Included</p> <p>(3), (31), (27)</p>	<p>Glasgow Tigers Speedway Racing worked in partnership with our residential teams to reduce their season ticket prices to allow 80 tickets to be purchased for children and young people within our residential homes (1).</p>
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<p align="center"><b>Reduce the number of families living in poverty</b></p>	
<p><b>What we said we would do:</b></p>	<p><b>What we have done:</b></p>
<p>Continue the multi-agency approach to helping families with housing, debt to access employment and with income maximisation.</p>	<p>We continue to support the Tackling Child Poverty Strategy via our work with the Poverty Leadership Panel.</p> <p>Building on the Cost of the School Day and Cost of School holiday work, we worked in partnership to secure £2 million to tackle “holiday hunger” and provide children and young people with free school meals during the summer holiday period in 2018. Glasgow Summer Holiday Programme: 85 programmes have been successfully awarded funding, aiming to feed 17,000 children across the city.</p> <p>Our school clothing grants are now automated and have increased from £52 to £110 this year supporting 26,000 families.</p> <p>Our Healthier, Wealthier Children Service has received 1,533 referrals in 2016/17 providing financial support to families. This has generated £1,300 on average per family (2016/17 period).</p> <p>Special Needs in Pregnancy Service (SNIPS) aims to engage special needs in pregnancy/ teenage expectant mothers to support them with a wrap</p>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Healthy, Respected, Included</p> <p>(3), (6), (18), (26), (27)</p>	

	<p>around service, including financial inclusion and housing support. These are based within the Deep End Surgeries across Glasgow's most deprived areas.</p> <p>As previously mentioned a review of Health Visiting Universal Pathways has led to the creation of a new Universal Pathway whereby caseload is linked with level of deprivation and more contacts occur between families and health professionals.</p> <p>We provide 16 hours of free childcare for Glasgow's children over the age of 3 years old, we are looking to extend this to 30 hours by 2020 (4).</p> <p>As part of our One Glasgow approach we ensure parents of young families are supported to make informed choices regarding training and employment (4).</p>
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<b>Improve access to emotional and mental health services</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
<p>Help young people access counselling and mental health services when they need it.</p>	<p>The National HEAT Target for Child and Adolescent Mental Health Service (CAMHS) is that no children wait longer than 18 weeks for treatment, a target of 90% has been set. In Glasgow we are achieving 99.6% as on average our referrals to treatment are 7 weeks wait.</p> <p>We continue to support the 'One Good Adult' approach via mentoring programmes such as MCR Pathways, Young Glasgow Talent and Season for Growth Programme.</p>
<b>GIRFEC/UN Article Alignment:</b>	

<p>Healthy, Respected</p> <p>(2), (3), (6), (13)</p>	<p>NHS GG&amp;C completed the <a href="#">Child and Youth Mental Health Improvement Framework in 2017</a>. We are committed to Children's and Young People's Mental Health, commissioning Lifelink Youth to support young people aged 11 to 18 years old. Lifelink Youth help young people develop the emotional tools and resilience to deal with life's challenges. A mixture of 1:1 counselling and group work is offered, delivered in partnership with primary and secondary schools. 1179 young people have been support in 2017/18.</p>
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### 3.3 Family Support & Intervention

<b>Fully implement the Named Person, Child’s Plan and Getting It Right For Every Child (GIRFEC) approach across the City.</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
<p>Undertake the locality based joint Named Person and Child’s Plan training for all staff, including third sector partners.</p> <p>Take into account national guidance, when it becomes available, in information sharing procedures.</p> <p>Improve the quality of planning for vulnerable children.</p>	<p>The Children’s Services Executive Group has communicated to all staff that promoting prevention, parental engagement and wellbeing requires the consent of parents and carers before information can be shared.</p> <p>We continue to link with both the National GIRFEC Group and Expert Group in relation to the named person.</p> <p>We adopted a multi- agency approach with Partners to deliver refresh training for GIRFEC.</p>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, Included</p> <p>(2), (3), (6), (12), (14), (16), (18), (24), (27), (28), (29), (30), (31)</p>	<p>We reviewed, streamlined and implemented a new GIRFEC assessment within our pre-birth, Child Protection Investigations and Looked After Children Reviews. It is anticipated this system redesign will continue into 2018 across Children’s Services.</p>

<b>Develop a Family Support Strategy</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
<p>Continue to work with third sector agencies to improve the range and sustainability of family support services that will provide long-term benefits for local children and families.</p> <p>Work with the Centre for Excellence for Looked After Children in Scotland (CELCIS) and the Robertson’s trust to improve our approach to supporting children and young people on the ‘edge of care’</p>	<p>Through the HSCP’s Children’s Transformational Change programme we undertook a comprehensive review of investment and outcomes in relation to young people within high cost placements. The recommendation was to shift resources from high cost placements to early intervention and prevention through family support services.</p> <p>We reduced high cost placements by 40% in 2017/18 period. The number of children looked after and accommodated by the council has fallen from 1227 to 1125, the number of</p>

	<p>children looked after at home has also fallen from 1637 to 1614. (5).</p>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, Included</p> <p>(2), (3), (6), (12), (14), (16), (18), (24), (27), (28), (29), (30), (31)</p>	<p>We are developing a Family Support Strategy to support those services which focus on early intervention and prevention. Within these support services our objective will be to keep children and young people supported at home within their local communities and schools.</p> <p>We have adopted an “Active Implementation Approach” to delivering whole system change funded by The Robertson Trust and delivered in partnership with the Centre for Looked After Children in Scotland. The aim of this is too create the infrastructure to support the Family Support Strategy and subsequent projects/services to improve children’s wellbeing, whilst reducing high cost, crisis response interventions.</p> <p>£800K was made available by the Big Lottery Fund for a consortium of third sector organisations to establish an earlier intervention approach; this approach will re-direct referrals to the duty team in social work to the third sector family support services so that, where possible, families are supported and that ultimately children are able to remain at home and not taken into care.</p> <p>Our Edge of Care Service is an intensive outreach family support service, which is being developed to prevent children and young people from being taken into local authority care. Piloted in the North East of Glasgow, this will now begin to roll out across both North West and South localities.</p> <p>Our Family Group Decision Making won the Scottish Association of Social Work Award for Best Practice (2017); the service recognises the family as the greatest asset and seeks to empower</p>

	families to take control of their decisions, reducing the need for long term social work intervention. Due to its initial successes this will be rolled out city wide (5).
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<b>Improve the function and process of Early Year Joint Support Team (EYJST)</b>	
<b>What we have done:</b>	<b>What we said we would do:</b>
<p>Improve the functioning of the EYJSTs to reflect the findings from the validated self-evaluations.</p>	<p>Glasgow has nine EYJST (Early Years Joint Support teams) across the city and in 2017/18 they supported 105 families to strengthen their resilience and remain in the community. Through a range of supports from third sector partners, financial inclusion and housing providers.</p> <p>A review of EYJST has resulted in a piloting of the Ante Natal Joint Support Team supporting vulnerable pregnancies and pre-birth assessments.</p> <p>We have extended our Eligible 2's programme that offers support, access to services and nursery places to vulnerable 2 year olds and their families (4).</p>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, Included</p>	

<b>Review the use of Joint Support Teams in Primary and Secondary Schools</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
<p>Using the learning from the EYJSTs, review and improve the use of JSTs to improve outcomes for children and families.</p>	<p>A review is currently ongoing of the JSTs (Joint Support Teams) utilising the validated self-evaluation tool. 1,753 referrals have been received in 2017/18 by the JSTs across the city.</p>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Not Applicable</p>	

### 3.4 Raising Attainment & Achievement

<b>Implementing Towards a Nurturing City</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
<p>Further develop our nurture support in education establishments across the City. Continue to increase awareness and understanding of nurture across services.</p>	<p>We continue to develop and deliver a nurture approach within early years nurseries, primary and secondary schools.</p> <p>In 2015/16 it was highlighted that we needed to address equalities particularly in relation to children and young people who identify as LGBT+. Education Services in partnership with LGBT Youth Scotland developed and launched LGBT+ guidance on how professionals should engage and support young people who identify as transgender, <a href="#">“Supporting transgender Young people guidance for schools in Scotland”</a>.</p>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Healthy, Achieving, Nurtured, Respected, Included</p> <p>(3), (5), (6), (12), (18), (27), (28), (29), (30)</p>	

<b>Improve educational attainment and achievement of care experienced children and young people</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
<p>Narrow the gap between the educational achievements of care experienced young people and their peers.</p>	<p>MCR Pathways expanded their mentoring programme to include care experience children and young people in 2014. Since 2014 there has been significant improvements in attainment within mentored care experienced young people (6).</p> <ul style="list-style-type: none"> <li>• 86% of MCE go onto college or university</li> <li>• 79% of MCE stay on at school.</li> <li>• 68% of MCE achieve S4 Literacy &amp; Numeracy at SCQF level 4 or better.</li> <li>• 92% of MCE achieve S5 five or more subjects at SCQF Level 4 or better.</li> </ul>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Achieving, Nurtured, Active, Respected, Included</p> <p>(3), (6), (12), (27), (28), (29), (30), (31)</p>	

<b>Extend MCR Pathways</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
Extend to 30 secondary schools over the next two years	<p>We have successfully supported the extension of <a href="#">MCR Pathways</a> into 30 Secondary Schools across the city, supporting 1,316 from S1 to S6 with a variety of group work, mentoring and talent tasters (6).</p> <ul style="list-style-type: none"> <li>• 675 S1 &amp; S2 group work sessions have been delivered.</li> <li>• 327 young people have participated in Arts &amp; Culture Programme</li> <li>• 68 Ambassador across 15 schools are central to the development of the programme.</li> <li>• 53 young people are supported via the next Steps Programme, supporting them in courses/career choices.</li> <li>• 97% of Young People who attended said Talent Taster inspired them to consider that role as a future career.</li> </ul>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Not Applicable</p>	

<b>Implementing Glasgow Improvement Challenge</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
<p>Continue to raise attainment and achievement of all children and young people.</p> <p>Close the attainment gap for those children whose lives are affected by poverty by focusing on improving the literacy and numeracy of children and young people.</p>	<p>There is a clear link between deprivation and attainment in Glasgow, 39,000 of our school-aged children live in the 20% most deprived areas in the city (4).</p> <p>To raise attainment and achievement levels it is crucial for the Children's Services Partnership to work together. We launched Glasgow's Improvement Challenge (GIC) in 2015, a five year programme, that looks to raise attainment in the city through targeted support, improved health and wellbeing, supporting families, enhanced leadership &amp; additional support/mentoring. Key outcomes for GIC include (7):</p>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Healthy, Achieving, Nurtured, Respected, Included</p> <p>(3), (5), (6), (12), (18), (27), (28), (29), (30)</p>	



	<ul style="list-style-type: none"> <li>• 83% of primary schools evidenced a positive impact from interventions within literacy/numeracy.</li> <li>• 92% of schools are providing evidence based interventions to support social and emotional well-being. Including additional nurture support for P4-P7.</li> <li>• 86% of school highlighted family learning and parental engagement.</li> </ul> <p>MCR Pathways have delivered mentoring to young people who reside in the most deprived areas of the city. Key outcomes for 2016/2017 include (6):</p> <ul style="list-style-type: none"> <li>• 86% of all mentored young people go onto positive destinations.</li> <li>• 76% of all mentored young people stay on at school.</li> <li>• 70% of all mentored young people achieve S5 Literacy &amp; Numeracy SQCF Level 4 or better.</li> <li>• 91% of all mentored young people achieve S5 Five or More Subjects at SCQF level 4 or Better.</li> </ul> <p>Glasgow received £21.6million in 2017/18 from the Pupil Equity Fund. This is part of the Attainment Scotland Fund and aims to improve literacy, numeracy and health and wellbeing (8,9)</p>
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### 3.5 Care Experienced Children & Young People

<b>Ensure that accommodation is able to respond to the increasing demand from implementation of Continuing and Aftercare requirements of the CYP Act 2014.</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
<p>Review accommodation and support requirements</p> <p>Work with providers to ensure we have the type of accommodation and support that meets the needs of some of our most vulnerable care leavers.</p>	<p>Our Residential Review is considering issues around effective rehabilitation, short stays, long term units, the needs of younger children and the challenges around continuing care.</p> <p>It is anticipated that the work of the Young People’s Champion Board (People Achieving Change, (PAC)) will inform the residential review, placing services users at the heart of service design.</p> <p>Two purpose built residential homes have been built in Glasgow, taking into consideration the views of care experienced young people.</p> <p>We are currently reviewing our placement process with the aim of improving the matching process in relation to type of placement and location.</p>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Safe, Healthy, Achieving, Nurtured, Active, Responsible, Included</p> <p>(2), (3), (6), (12), (14), (16), (21), (24), (25), (27), (28), (29), (30), (31)</p>	

<b>Improve housing choices for young care leavers</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
<p>Continue to work with housing providers and registered social landlords to offer choice and support to care leavers to help them sustain housing tenancy.</p>	<p>We continue to deliver the Leaving Care and Glasgow Housing Association Protocol, the aim is to ensure tenancy sustainment and stability in their adult lives, 19 care leavers were supported through this in 2017/18 (5).</p>
<p><b>GIRFEC/UN Article Alignment:</b></p> <p>Healthy, Nurtured, Respected, Responsible Included</p> <p>(3), (6), (12), (13), (16), (18), (27)</p>	<p>A review of the Statement of Best Practice produced in 2016, has resulted in a further 27 housing associations joining the protocol (5).</p>

<b>More young people receiving continuing care have positive destinations on leaving school</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
Increase the number of care experienced young people achieving a sustained positive destination.	Our Continuing Care Team has delivers four employability programmes Care Leavers Employment Service (CLES), Core skills, Launchpad and Housing & Employment Service (HES). These services work with care leavers to improve their employability outcomes. Outcomes for 2017/18 include (5,10): <ul style="list-style-type: none"> <li>• 127 care leavers supported</li> <li>• 962 learning hours delivered</li> <li>• 22 SQA National 5 achieved</li> <li>• 3 Launchpad programmes supporting 27 trainees</li> <li>• 46 Young People supported, 80% of whom have been in work for 26weeks+, a rise of 53% on 2016/17 outcomes.</li> </ul>
<b>GIRFEC/UN Article Alignment:</b>  Achieving, Respected, Responsible, Included  (3), (12), (13), (16), (27), (28), (29), (30)	

<b>Improve the experience of Children and Young People who are involved in the Children’s Hearing</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
Implement the Better Hearing’s Standard and the Blueprint	To implement the Better Hearing’s Standard and the Blueprint we launched the Glasgow’s Children’s Hearing Improvement Partnership (CHIP) in November 2017. This multi-agency group will be expected to drive forward improvements in the way in which the Children’s Hearing System operates in Glasgow and one of its primary tasks will be to quickly undertake a multi-agency, baseline assessment.
<b>GIRFEC/UN Article Alignment</b>  Not Applicable	

<b>Improve opportunities for Children and Young People looked after at home and those placed out with the City</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
Widen engagement with Corporate Parents to discuss collaborative working and engagement with care experienced young people.	We are committed to the delivery of our <a href="#">Corporate Parenting Action Plan</a> . To deliver this action plan, we established the Corporate Parenting Group, which seeks to support care experienced young people improve their quality of life and life chances.
<b>GIRFEC/UN Article Alignment:</b>  Safe, Healthy, Achieving, Active, Respected, Responsible, Included  (2), (3), (6), (12), (14), (16), (21), (24), (25), (27), (28), (29), (30), (31)	We have established a city wide Corporate Parenting Forum with partners in higher education establishments, third sector and statutory organisations to explore a joined up approach to supporting care experienced young people and raise awareness of corporate parenting.

<b>Improve the Participation and Engagement of young people</b>	
<b>What we said we would do:</b>	<b>What we have done:</b>
Work with care experienced young people to develop a Champion's Board for young people.	We secured funding from Life Changes Trust to establish a Young People's Champion Board (People Achieving Change PAC) within the city. This board will be supported by Who Cares Scotland; to date it has effectively engaged with 19 young people who regularly attend the board. PAC provides a valuable source of lived experience, which is at the heart of the Children's Service's redesign.
<b>GIRFEC/UN Article Alignment:</b>  Respected, Responsible, Included  (3), (12), (13), (16)	Future focuses of PAC include the development of mental health training for residential and education staff.  <p style="text-align: center;"><b><i>“... As a group we have the chance to influence the leaders of the council, corporate parents and others who can affect real positive change for care experienced young people...”</i></b> (PAC member, 5)</p>

## 4.0 Priorities for 2018/19

Glasgow faces significant challenges including constraints on our budgets, ever increasing levels of deprivation and child poverty within the city; with this in mind our key strategic focus as the Children's Services Partnership will be to drive forward the existing five Strategic Priorities:

1. Keep Children Safe
2. Healthy and Resilient Children
3. Family Support and Early Intervention
4. Raise Attainment and Achievement for All
5. Care Experienced Children and Young People

An equalities review was undertaken within the Partnership highlighting that "Children with a Disability" should also be included as a strategic priority, therefore, during 2018/19 we will establish a Children with Disabilities Group within the planning and governance structure.

We are committed to our transformational change agenda, which will continue throughout 2018/19, shifting the balance of care from high cost/crisis intervention to early intervention and community based services is a key focus.

Additional key areas of development for children's services include:

- We will continue to tackle child poverty through existing and new partnership working and 2018 will see the launch of the NSPCC together for childhood project in Glasgow.
- We will support young unaccompanied asylum seekers through the work of Families for Children Asylum and Roma team and the New Young Peers Scotland Group.
- We will prioritise children and young people's mental health services and how they are delivered across the partnership.
- We will ensure the voices of children, young people, parents and carers are at the heart of new and existing services.
- We will continue to promote and raise awareness of corporate parenting across the partnership, working in partnership with our PAC Board.

## 5.0 References

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5. Annual Performance Report 2017/18 (2018) Glasgow City Health & Social Care Partnership
6. Impact Report (2018) MCR Pathways, Glasgow City Council
7. Glasgow's Improvement Challenge Improving and Empowering in Glasgow Presentation (2018) Michelle Stewart
8. Pupil Equity Funding 2017/18 (2017) Children and Young People Policy Committee Report,
9. Pupil Equity Fund: Guidance for Third Sector Organisations (2017) The National Third Sector GIRFEC Project
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11. Edges of Care North East Glasgow Summary (2018) Pat Togher, Glasgow City Health & Social Care Partnership.
12. Education Services Annual NIF Plan 2017/18 (2017) Glasgow City
13. Glasgow Integrated Joint Board Strategic Plan (2016-2019) Glasgow City Health and Social Care Partnership