Item No: 13

Meeting Date: **Wednesday 24th March 2021**

Glasgow City Integration Joint Board

Report By: **Mike Burns, Assistant Chief Officer, Children's Services**

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Integrated Children's Services Plan 2020 - 2023

Purpose of Report:	To seek approval for the publication of the Children's Services Plan (2020 – 2023), which has been developed in conjunction with representatives of key agencies across the Community Planning Partnership.

Background/Engagement:	A previous report to the IJB highlighted that The Scottish Government presented an option to Community Planning Partnerships to delay publication of the Integrated Children's Services Plan to take into account the learning from the COVID-19 pandemic, with publication by 31st March 2021. The CSP Steering Group recommended that the learning from the Community Planning Partnership's pandemic response should be incorporated, and this decision was supported by the GIRFEC Lead Officers' Group and the Children's Services Executive Group. The new version of the Plan (2020 – 2023) is due for publication by 31 March 2021.

Recommendations:	The Integration Joint Board is asked to: a) Review the draft Integrated Children's Services Plan 2020 - 2023; b) Provide feedback on the content; and c) Approve publication of the Plan by 31 March 2021, pending the incorporation of any feedback provided by IJB members.

Relevance to Integration Joint Board Strategic Plan:

The Strategic Plan states that;

"[f]or Children's Services our strategy aims not only to secure better outcomes and more positive destinations for children and young people but to enable Children's Services to operate more efficiently and effectively across the City"
(page 62)

The plan sets out the key priorities for children's services over the next three years, which have been reviewed in order to take account of the learning from the COVID-19 pandemic response. In order to operate more efficiently and effectively across the City, the plan outlines shared actions for children's services, which are underpinned by a commitment to addressing poverty and mental health. This reflects the findings of the consultation with children and young people which was carried out before the pandemic, which suggested that these were the areas that children and young people were most concerned about.

The process for developing the Plan was to:

- Review the actions achieved through implementation of the previous Plan
- Carry out a consultation with children, young people, parents/ carers, and other key stakeholders
- Review the learning from the pandemic response
- Revise the priorities, taking into account the review of the above, and the need for the priorities to be easily understood by children and young people
- Work with partners to develop and align their priorities for 2020 – 2023
- Develop an action plan to address the key priorities

The steering group members have recommended that mental health and poverty are featured as 'super priorities' within the Plan, and embedded across the five priorities below:

PRIORITY 1: Children and Young People feel safe, protected and valued in their communities and neighbourhoods
PRIORITY 2: Children and Young People's health and wellbeing is promoted and improved
PRIORITY 3: Children and Young People are well supported in their homes and communities
PRIORITY 4: Children and young people are supported to achieve their best possible outcomes through excellent, inclusive and nurturing education and employment journeys
PRIORITY 5: Children and Young People are involved and included and their views are taken seriously

A diagram will be developed to highlight this, and an online version of the Plan will be developed, along with a version specifically for children and young people. The HSCP Communications team is supporting with formatting, and adding graphics to the Plan, and will ensure that the published Plan meets the website accessibility standards.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	The Children's Services Plan is designed to address all nine of the National Health and Wellbeing Outcomes.

Personnel:	Staff were consulted as part of the engagement exercise carried out to support the development of the next iteration of the Plan, which is important as staff across the Community Planning Partnership are required to work within the parameters of the Children's Services Plan in order to deliver best possible outcomes for children and families.

Carers:	Carers will benefit from the delivery of improved, integrated local services, which take into account the learning from the period of the pandemic.

Provider Organisations:	Provider Organisations are represented in the CSP Steering Group, and are actively contributing to the development of the Plan, and the refinement of the priorities to take account of local organisations' experience and learning over the course of the pandemic.

Equalities:	As with the previous Integrated Children's Services Plan (2017 – 2020), the strategic priorities are based on the diverse needs of children and families in Glasgow, with a commitment to reducing inequalities and improving health outcomes for children and young people, as well as ensuring equality of access to the full range of supports and services provided by the HSCP and partner agencies.

Fairer Scotland Compliance:	The Plan is being developed to take account of the additional impact of poverty over the course of the pandemic and equality of access to support.

Financial:	The development of the next iteration of the Plan will not have direct financial implications, though further development of services and the workforce may have indirect financial implications over the period of the Plan.

Legal:	None

Economic Impact:	It is anticipated that there will be positive economic impact as a result of more integrated and streamlined support, which will reduce duplication, and increase capacity and equality of access, and achieve positive outcomes for children, young people and families.

Sustainability:	Through increased alignment and reduced duplication, it is hoped that the Plan will help to support provider sustainability across the children's services sector.

Sustainable Procurement and Article 19:	Development of the Plan did not involve direct procurement of services, and instead provides a framework for the delivery and integration of services to promote better outcomes for children, young people and families.

Risk Implications:	None

Implications for Glasgow City Council:	The Plan is beneficial to the Council as it creates a shared set of priorities across all partner agencies, aligning the aims of different supports and services, in order to maximise the impact of support for the benefit of children, young people and families.

Implications for NHS Greater Glasgow & Clyde:	The Plan is beneficial to the NHS as it creates a shared set of priorities across all partner agencies, aligning the aims of different supports and services, in order to maximise the impact of support and complement the range of specialist NHS provisions available to children, young people and families.

Direction Required to Council, Health Board or Both	
Direction to:	
1. No Direction Required	☒
2. Glasgow City Council	☐
3. NHS Greater Glasgow & Clyde	☐
4. Glasgow City Council and NHS Greater Glasgow & Clyde	☐

1. Purpose

1.1. The purpose of this report is to share the draft Integrated Children's Services Plan, and to seek approval of its publication by the end of March 2021.

2. Background

2.1 Glasgow City Community Planning Partnership is responsible for devising and executing the Integrated Children's Services Plan (CSP) on a 3-year cycle, as required by Part 3 of the Children and Young People (Scotland) Act 2014. The partnership delegated this responsibility to the Children's Services' Executive Group (CSEG), which is jointly chaired by the Executive Director for Education Services and the Assistant Chief Officer Children's Services and Chief Social Work Officer (Interim), Glasgow City HSCP.

The Children's Services Plan Steering Group was formed to prepare the next CSP for the period from 2020 to 2023. The group is chaired by the Head of Children's Services Planning for the HSCP and comprises a wide range of partner agencies, incorporating all leading statutory agencies and four third sector agencies nominated by the Glasgow Third Sector Citywide Forum; therefore meeting the duty imposed by Section 10 of the 2014 Act. The

cross-section of agencies' participation is intended to provide an integrated plan, reflective of the breadth and depth of children's service provision and partnership working in Glasgow.

2.2 Given the operational challenges associated with the pandemic, and the associated learning in relation to the system response to meeting children, young people's and families' needs during this period, the Scottish Government provided an option to all Community Planning Partnerships to defer publication of the Plan in order to take into account the learning from the pandemic. This course of action was approved by IJB in 2020, and the Plan has been developed to take account of this learning, and of the impact on mental health and poverty.

2.3 The Plan has been shared with key partners and agencies across the City through the Steering Group members.

2.4 There is a commitment to producing an online version of the Plan, with graphics which clearly outline the priorities for 2020 – 2023, and also a version for children and young people.

2.5 The deadline for publication of the Plan is 31 March 2021.

3. Recommendations

3.1 The Integration Joint Board is asked to:

a) Review the draft Integrated Children's Services Plan 2020 - 2023;
b) Provide feedback on the content; and
c) Approve publication of the Plan by 31 March 2021, pending the incorporation of any feedback provided by IJB members.

Glasgow City HSCP
Health and Social Care Partnership

Glasgow City Integrated Children's Services Plan 2020- 2023



NHS Greater Glasgow and Clyde

Glasgow City Council

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Foreword



Welcome to the Integrated Children's Services Plan for 2020 – 2023, which outlines the key priorities for supporting children, young people and families across all of our agencies in the City. Pivotal to developing this Plan has been the extensive consultation with Glasgow's children and young people, and their voice in relation to improving mental health and addressing the challenges associated with poverty. While this consultation occurred prior to the pandemic, the data, research and feedback which has emerged from COVID-19, reinforces the importance of effective and assessible mental health support services and anti-poverty initiatives.

The Glasgow Community Planning Partnership has delegated the responsibility for developing the Children's Services Plan to the Children's Services Executive Group (CSEG), which is jointly chaired by ourselves in our roles as Executive Director for Education Services, Glasgow City Council, and Assistant Chief Officer for Children's Services, Glasgow City Health and Social Care Partnership. The Children's Services Plan Steering Group was formed to prepare the next Children's Service Plan (CSP) for the period from 2020 to 2023. Reporting to Children's Services Executive Group, a steering group with representation from Education Services, Health, Social Care, third sector, Police Scotland, Community Neighbourhoods and Sustainability and Glasgow Life has worked to develop this Plan, and to develop the priorities driving the work of agencies supporting children, young people and their families over the next three years. We would like to thank the representatives of these agencies for their engagement in developing the Plan, and for their ongoing support to families over the course of the pandemic. Thanks go to Glasgow Centre for Voluntary Services, and third sector partners, in particular, for their support with coordinating the consultation with children and young people.

As well as capturing children's voice, this Plan has been devised to take into account the incorporation of the United Nations Convention of Children's Rights into Scottish law. This is a welcome development for Scotland, and aligns well with the principles of Getting It Right For Every Child, and the Curriculum for Excellence. Our collective goal over the next few years is to improve our approach to engaging children and young people in the development of services, and to increase children and young people's direct participation in decision-making which directly affects them, their families, and their future. The rapid shift to digital platforms for service delivery offers further potential to improve the range of methods for engaging children and young people, while ensuring that all adults and services continue to build 'one-to-one' in person support and relationships.





Supported by Scottish Government, we took the decision to delay the publication of this Plan given the impact of the pandemic on children, young people and families. We anticipate that the pandemic will continue to shape how we plan and provide our services in the future.

One of the key aims for children's services over the next few years is to ensure alignment in the approach to supporting children, young people and families through providing nurturing, strengths-based support. We are working to align funding streams and to improve access into a range of services for children, young people and families. We welcome the Scottish Government additional funding on mental health and are keen to support children and young people to navigate their way into appropriate supports and to develop seamless pathways of support within schools. We are also working to provide flexible funding to families, including financial, food and fuel support. As the repercussions of COVID-19 become more fully understood, it is likely that the social and economic landscape for children's services will continue to change over the next three years. It will therefore be important to review the CSP priorities and performance framework to take account of emerging needs.

We look forward to working with our partners to continue to improve the support to children, young people and families, and to flexibly respond to the needs and pressures for families over the next few years. Our aspirations continue to be that the city promotes equality of opportunity and that every child is assisted and encouraged to reach their full potential. It is widely recognised that people make Glasgow and the city will continue to collectively strive for better outcomes for every child.

With best wishes to children, young people, their families, and our partners across the City.

Maureen McKenna

Director for Education Services
Glasgow City Council

Mike Burns

Assistant Chief Officer for Children's Services
Glasgow Health and Social Care Partnership



Introduction



The Integrated Children's Services Plan is a strategy document produced jointly by each Health Board and Local Authority every three years. The **Children and Young People (Scotland) Act 2014** outlines the framework for producing the Plan, which is produced to create a shared understanding of the focus and priorities for supporting children, young people and their families across all partners, stakeholders, children, young people and families within the Community Planning Partnership. As well as setting out the priorities for improving children and young people's wellbeing over the next three years, the Plan includes a detailed action plan which has been developed by key stakeholders from the Health and Social Care Partnership, Greater Glasgow and Clyde Health Board, Glasgow City Council Education Services, Police Scotland, Glasgow Life, and the Scottish Children's Reporter Authority, and third sector organisations. There was also an extensive consultation with children, young people and a range of other key stakeholders, which was facilitated by Glasgow Community Voluntary Service and a range of partners, in collaboration with the Health and Social Care Partnership.





Incorporating Children's Voice in the Development of the Plan

Consultation process and methodology



An extensive consultation with children and young people informed the development of the Integrated Children's Services Plan. Applying the United Nations Convention on the Rights of the Child principle of children's right to be heard and "given the time and opportunity, demonstrate not only that they have views, experiences and perspectives to express, but that their expression can contribute positively to decisions that affect the realisation of their rights and wellbeing"[1], a consultation framework was developed to elicit children's views on the strategy for the Children's Services Plan, with the aim to gather the views of at least 1,000 children and young people, representative of the population of Glasgow.

A group of Community Planning Partnership stakeholders analysed the data, and evaluated the key issues and priorities emerging. The analysis showed that the main areas of concern for children and young people were poverty, mental health, safety and health. These are described below, along with the other key themes which emerged from the consultation.

Poverty

Children and young people were very aware of the impact of poverty, and described this as an over-arching issue because "it's hard to be happy if you are too poor". They described the impact of poverty as "going all day without eating", missing out on school trips, not having holidays, being left out as a result of not wearing the "right" clothes. Some children and young people stated that they felt excluded because they missed out on outings with their friends because they couldn't afford to go out for a meal, or to the cinema:

> I feel guilty asking my mum for money. She doesn't have enough. It took me 2 weeks to tell her if I could have £5 for the cinema.

Children suggested that non-stigmatising support should be available for families who are struggling:

> More emphasis on tackling poverty. A child in poverty is a part of a family in poverty.

> The 'benefits' system should help make sure less fortunate families are looked after.

> De-stigmatise opinions about those in poverty or that require additional support.

> Lots of families have to go to food banks. It can be difficult for families to get out of this situation.



Other stakeholders mentioned the impact of poverty, and the implications for children's health and wellbeing:

Many families are living with poverty. That then impacts on health and wellbeing and can lead to neglect. Raising a child with a disability costs three times as much as a non-disabled child.

Keeping children safe, healthy and happy, supporting families, improving care experience, children's rights, child poverty – they are all important.

Young people expressed a range of ideas about actions to address child poverty, suggesting that welfare benefits and wages should be increased, and that schools should provide free breakfasts, free fruit and fund costs like books and pens. Other suggestions were to:

- Provide more free activities after school
- Lower transportation costs
- Provide free school trips and resources
- Provide free after school and summer activities

Young people's awareness of the issues associated with poverty and its impact on themselves and their peers highlights that importance of addressing poverty. This is an area that was considered by the steering group as an overarching priority for the Plan, in addition to mental health, as detailed below.

Mental Health

There was a strong view – from a wide range of children and young people – that the Children's Services Plan should have an additional focus on mental health, due to its importance to children and young people.

Some children have mental health issues and having suicidal thoughts and committing suicide. This shouldn't happen. They should always have someone to talk to.



Some children described the impact of trauma, such as the death of a parent or close friend or relative, or a parent being imprisoned. Care experienced young people and asylum seekers and refugees often discussed significant trauma, and the implications for their mental health, for example, stating "I keep everything to myself".

Many children and young people talked about bullying – both on social media and at school. There was also evidence of bullying through discrimination, based on perceived differences relating to ethnicity, gender (identification), disability, and sexuality:

> They say 'you're fat, rabbit teeth, nobody likes you, go kill yourself.

> Do more about bullying. Make teachers have to do something about it. Make consequences for bullying – 3 strikes and you are out.

> There is a popularity thing (on social media) but with friend groups there are still issues. Image is a factor- clothes, technology; these impact on mental health.

Adult stakeholders suggested that children's mental health services may not be coping with increased demand from young people:

> There are too many children on waiting lists, too many quick discharges.

> CAMHS needs completely overhauled and relaunched as an integrated service providing support across Health, Education, and Social Work.

Others stressed the importance of early intervention and preventative work in schools and youth work services to reduce the need to escalate issues to the Child and Adolescent Mental Health Service, which aligns well with the new funding from Scottish Government to increase mental health support available at the level of universal services, as detailed in the action plan. Young people suggested that there is a need for more education about mental health, citing

the importance of the 'See Me' campaign, which aims to tackle mental health stigma and discrimination, and the 'Respect Me' anti-bullying programme.

Young people and professionals suggested that the supports that are available in schools are helpful, such as Life Link, the Gender Identity service and Mental Health First Aid. Mentoring services were also considered to be a positive development. Several young people said that they had support from an adult, who is not a teacher, carer, or parent, that they felt they could talk to. Some of these were designated mentors, while others were youth workers or a key worker in a charity from whom they received support.



> Talking to [mentor] is good; I have had one for 3-4 years. She is easier to talk to because she is there to talk to you. Everyone should have someone to talk to that isn't parent, carer, or teacher. An adult that is there to speak to without her being part of the school at all. Mentoring should apply to everyone.

However, waiting lists were perceived as a barrier to delivering timely support for children and young people:

> You can ask to speak to the counsellor when you are in crisis but then there's a waiting list, so you could be waiting weeks when you are in crisis right now. That prevents children for going to the counsellor because they couldn't go when they needed it.

> Referrals are made to services, they either take ages or you need to wait until you are in a stable position before services will work with you.

Overall, young people stated that increased mental health provision is vital; most acknowledged the increase in mental health support but were clear that more support is required. Young people described how they were increasingly talking to one another about mental health issues and were therefore aware of the increasing level of need among their peers. Given this, there was support for the development and expansion of support tailored to addressing the needs of young people, such as the Youth Health Service, which is being rolled out across the city.



Safe

Being safe was described by children and young people as protection from direct harm, reducing the risk of vulnerability through poverty, improved mental health provision, and better support to families and carers to raise and look after children and young people.

Children demonstrated an awareness of the people and services responsible for keeping them safe, as demonstrated by one young person:

> Parents, Guardian, Relatives, Teachers at School, After School Care, Laws, Nursery Teachers, Police Officers, Security Guards, Friends.



Some young people talked about child protection and safety standards in nurseries, schools and play schemes. Young people also felt that rules about Protection of Vulnerable Groups membership offered reassurance about the staff and adults offering support. A few young people spoke about safety around social media.

Much of the discussion on safety was about children and young people feeling safe in their communities and neighbourhoods. While most children and young people stated that they do feel safe, most of the time, some spoke about elements of their environment that makes them feel unsafe. This includes drug use in their local area, rubbish on the streets, people carrying knives and other weapons, gangs and gang fighting, and sexual assaults. There were several comments about poor street lighting and dark streets which contributed to children and young people feeling unsafe.

Children and young people said that they felt safer with a police presence both at school and in the community. Being with family and friends also helped them to feel safe. Youth clubs/ youth workers in the community, lunch clubs and after school clubs were all mentioned as safe places. Better street lighting, more CCTV and lollipop patrols were also mentioned as measures that promote feelings of safety. The children at the school events also felt that Glasgow services and schools could do more to improve their neighbourhoods. Their suggestions included tree planting, gardening clubs and litter picking.

This focus on safety within communities, and the importance of family and friends is reflected in the Health and Social Care Partnership children's transformational change programme, which is aiming to increase the level of support available to families within their local communities in order to reduce the likelihood of children being accommodated away from their families.

Healthy

Many of the children and young people felt that being healthy was about eating well and participating in exercise. It was clear that health messages had been received, for example, as reflected in the view that ''fruit is important cause it is good for you and makes you strong''.

The reasons given for unhealthy eating included cheap junk food, chip shops near schools, insufficient choice, advertising of unhealthy food, and fast food restaurants. Children and young people reflected on the impact of parents not having money for healthy food and snacks, which some stated leaves children hungry at school and feeling marginalised from their peers, highlighting that addressing poverty is key to achieving all of the priorities set out within this Plan. Children and young people suggested that more could be done to improve healthy eating, for example, that schools could provide free fruit, and that supermarkets could be encouraged to provide cheap and healthy meal options. In line with Glasgow's Food Strategy, which is aiming to achieve more affordable, healthy food options for families, many felt that healthy food cost more than less healthy options and some said that they couldn't get healthy food where they lived.





Play

It was clear that children and young people valued exercise and out of school activities. There were a lot of comments about the importance of play, of outdoor activities, after school services and youth clubs – from all age groups. The general message was that there needs to be a wide range of play opportunities, to cater for all interests and age groups.

Adult stakeholders also stressed the importance of play and sport. Afterschool clubs and activities were valued, and the Holiday Food programme was mentioned as promoting both exercise and healthy eating; the free swimming programme for families was regarded as a successful development.

Feedback about service provision for play and leisure often emphasised the cost (and sometimes physical access to opportunities) as barriers to participation. Children with disabilities and their families described being excluded due to challenges with physical accessibility. Stakeholders



recognised the need for "access to affordable sports areas to encourage healthy living", and children and young people generally felt that there was a need for more clubs and a greater variety of accessible sports and activities.

There were mixed views about public parks. Some felt that they were good places for play and activities, while others thought that they need to be better maintained and policed. Children also talked about potential play spaces being in bad repair or spaces that could be used more effectively in the community being damaged, abandoned or covered in litter.

> There are lots of parks and things that are being wasted because all they offer is a place to go drinking.

There were several suggestions for areas of improvement and this feedback will inform the development of play opportunities in the future.

Family Support

The increase in family support and early intervention approaches was viewed by professionals as a success stemming from its inclusion as a priority in the previous Children's Services Plan. The development of the Family Support Strategy, and the consultation which supported this, was regarded as a major step forward, reflecting a positive partnership between the third sector, Health and Social Care Partnership and Education Services. The Strategy was informed "by increased consultation that reached a wider spread of families and communicated in a much more accessible way"[2].

Parents who received family support said that strong, trusting relationships between families and workers was important. They wanted services to be accessible, and felt that they should be available for all types of families, including lone parents and asylum seekers. Parents also wanted more information about local services, and many thought that third sector organisations should receive more funding to provide family support.







Parents with young children highlighted the importance of parent and toddler groups, which brought social contact for both the parents and their children. Some commented that many parents are isolated and lonely, particularly those from different ethnic backgrounds or with mental health issues. The young parents who had been supported by Family Nurse Partnership felt that this approach should be available to more young parents, along with more preparation for the experience of being a new parent:

> Not enough breastfeeding support when I had my child, by the time I could see someone for support I had already given up trying to breastfeed.

> Antenatal classes - I thought that overall they were very good but as I had to be induced I didn't feel the classes had at all prepared me for this.

They also said they would benefit from help to go back into education, or counselling for issues they might be more likely to experience, such as domestic abuse, alcohol misuse, or difficulties associated with being a parent in their teenage years:

> The stigma of teenage pregnancy remains within the health service. There could be more services and opportunities available to young people in a non-judgemental and safe environment to gain health advice when needed.

There was a lot of feedback about childcare and out of school services. There was general agreement that nursery provision helps to strengthen family support, allows parents to access education and employment, and gives children the best start in life. Many were aware of the Scottish Government plans to increase the number of free hours of early years provision, however, some were concerned about the availability of provision in their local area.

Involving third sector partners in service decisions and improving the commissioning process to ensure that third sector organisations can reliably and consistently provide services for the duration of the Family Support Strategy were identified as key factors in continuing work to strengthen family support within Glasgow. Work to further align funding is ongoing.





Attainment

Children and young people agreed that education was important because it would help to improve their chances of employment in the future. However, some young people also felt that there should be more vocational opportunities for young people generally, and particularly for young people who struggle with school.

> There is a lot of focus on further education through university or college, however there could be more open days for getting into employment following leaving

Preparation for life and work was viewed as a key priority area, and it was suggested that independent living skills should be part of the education curriculum. Young people said that they would like more practical education on issues such as applying for jobs, budgeting, benefits and finance.

> Being prepared for life and work - more should be done in school to educate children on the practicalities of becoming an adult, e.g. budgeting, opening a bank account, risks of debt, household bills, benefits etc.

Some children and young people at the school events highlighted lack of digital access as a barrier to attainment. This is an issue which has been accelerated by the move to online service delivery models during the lockdown period, with many schools and third sector agencies expressing concerns about the impact of digital exclusion in more deprived households. Education services, the HSCP (in partnership with Connecting Scotland), and several third sector organisations have been allocating devices and Wi-Fi packages, and there are a number of linked anti-poverty initiatives which will continue to ensure that digital exclusion does not present a barrier to families receiving the support they need, when they need it, in line with the principles of Getting It Right for Every Child. Further information on these initiatives is included in the action plan.





Children with Additional Support Needs

Consultation participants included some parents of children with complex learning and health needs, along with children and young people with a range of additional support needs, including autism. Parents of children attending Additional Support for Learning schools generally felt that children received good support in school, but all expressed concern about the lack of out of school activities and respite provision.

> Open more clubs for children with complex disabilities - there is so little for them to access… We need to look at children's rights for children with complex disabilities and ask ourselves are we really doing enough?

There were also concerns about the transition from children's to adult services. Parents felt that the services were not integrated to ensure a smooth transition. They also felt that they were not given advice about services that might be available.

> There appears to be good support within specialised schools for families who have a child who experiences severe disabilities. However, more support is required when the service user is transitioning into adulthood services.

Parents of children with additional support needs who were being educated within mainstream schools were more critical of the barriers to attainment associated with a lack of understanding of children's needs.

> … a lot of Additional Support Needs children suffer exclusion even when they are "included" … teachers don't have awareness and ability to support your child.

Parents and carers of children with Autistic Spectrum Disorder felt that

> …a lot of disabled support services are focussed on physical disability as opposed to neurodiverse difficulties.

One of the aims of the children's transformational change programme is to increase awareness of neurodiversity, and improve the quality of support for children, including support for children and young people who do not require specialist intervention (e.g. from the Child and Adolescent Mental Health Service) and/ or who do not have a medical diagnosis.



Care Experience

Over 70 children and young people who were known to have care experience took part in the consultation. They had experience of a variety of settings. Those in residential care and supported accommodation generally reported that they were well looked after and supported by staff and through their wider social network. Young people living in children's houses generally acknowledged that staff often have a difficult job supporting all of the children and young people in the house who are at different ages and stages and need different things. They suggested that staff "did care, even though sometimes it didn't feel like that". Some young people complained about restrictions and rules, though suggested that they recognised that staff were trying to keep them safe.

There were also comments which echo the recommendations of the Independent Care Review which suggested that children and young people living in children's houses wanted to feel loved, and that the term 'staff' may detract from the nature of the care, support and relationships needed by young people.

> The love we need and get. People should stop using the term 'staff' and be comfortable just referring to people by their names, if they know them, or calling them 'adults.

Some young people felt that their views had not been considered and that frequent changes in social workers increased their feelings of instability.

> My opinion wasn't listened to. I should've had a say in my future. Workers changed too often.

Some of the young people were in kinship care, and suggested that kinship carers were treated differently to foster carers:

> Kinship carers are not given the support of foster carers. Not enough money support for children to live as if they were their parents. Should get support like a family.



A number of care experienced young people and adult consultees mentioned the need for better partnership working and communication between agencies:

> Everything works on its own but collaboratively, no one talks to each other. They need to communicate with other agencies, fulfil their legal obligations. Be consistent.

> Young people in care need to be better informed on their rights and practical info… link advice agencies better and help the young people and staff to deal with practical issues.

Overall, those who participated suggested that children must be listened to and meaningfully and appropriately involved in decision-making about their care, and that those involved should properly listen and respond to children's needs and preferences, with a compassionate and caring decision-making culture which is focused on children. A priority has been developed to ensure that "children and young people are involved and included and their views are taken seriously" in driving the current Plan, in line with young people's feedback and developments in relation to the United Nations Convention on the Rights of the Child.



Children's Rights and the United Nations Convention of the Rights of the Child

Glasgow's approach to Children's Rights, and its alignment with the implementation of Getting It Right for Every Child, is a critical framework underpinning the development of the Children's Services Plan, and the shift towards consistent, strengths-based work with children, young people and their families, which sees families as experts in their own lives. The **United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill** incorporates the Convention in its entirety into law, and places additional duties on the Scottish Government and Local Authorities[3] to protect and deliver children's rights[4]. The Family Support Strategy and the consultation for the Children's Services Plan have demonstrated the value of co-production and how children and young people can strengthen the development of strategies and services. Support from a variety of organisations across the partnership, including the third sector, has helped children and young people engage in the development of the Plan, and the partnership is committed to increasing the level of participation of children, young people and families, in line with the recommendations of the Promise, and to recruiting care experienced young people to lead this work, as detailed further in the action plan.





Some examples of how Glasgow partners have operationalised the four main principles of the **United Nations Convention of the Rights of the Child** in the last four years are listed below:

To ensure **Freedom from Discrimination (Article 2)**, the Glasgow Council for the Voluntary Sector Everyone's Children Project has supported the third sector to implement Getting It Right For Every Child since 2013. This project supports the third sector in relation to a range of children's rights issues including poverty, education, support to

Black and Minority Ethnic groups, and was responsible for setting up the Glasgow ACEs network in 2018 and the **Glasgow Helps** service during the COVID-19 pandemic. Glasgow partners also developed a *Digital Resilience Group* to address digital inequalities for children, young people and families in Glasgow.

Glasgow is committed to meeting the **Best Interests of the Child (Article 3)** across all decision making meetings involving children, young people and families. The Glasgow Intensive Family Support Service (GIFSS) was launched by the Health and Social Care Partnership in collaboration with three third sector partners in November 2019 to support young people over 12 years on the edges of care to remain living with their families. The model is based on a strengths-based approach, building on families' strengths and assets, and acknowledging families as experts in their own lives. Family Group Decision Making and Life Long Links have also helped care experienced children and young people to maintain links with their immediate and extended families and sustain a sense of identity and belonging.

The work related to the Children's Hearings Improvement Partnership (CHIP) provides an example of the operationalisation of the **Right to Life and Development (Article 6)** through the implementation of the Better Hearings programme, which has involved a range of partners. Led by partners in Education, Glasgow City has also been working on meeting the **Scottish Attainment Challenge** that aims to redress the poverty-related attainment gap. In the last





four years, there has been improved levels of attainment across all children, including a narrowing of the gap between the most and least deprived children in the City.

Glasgow Children's Services partnership has developed various approaches to placing young people at the centre of decisions affecting them, and respecting their **Right to Express Views and be Heard (Article 12**). Children and young people are consulted routinely on decisions that affect them by social workers, teachers, third sector practitioners, advocacy workers and a range of partners across the system. In response to the Promise, several partners have been reviewing their approaches to supporting and communicating with care experienced children and young people. The newly established Independent Review Team consulted with children and young people, who reported that they did not like terms such as "looked after and accommodated", "contact", and "siblings" because this language makes them feel different to other children. The team has



worked with a range of partners to raise awareness of children's views, and to replace this language with "children", "family time" and "brothers and sisters". The Social Work Children's Rights Service also provides advocacy and information on rights, as well as direct representation for children and young people looked after by residential and foster carers or in continuing care and aftercare, to ensure that they understand their rights, and are encouraged to express their views. Alongside Who Cares? Scotland, the Children's Rights team also supports the Young People's Champions' Board (People Achieving Change). People Achieving Change has improved the level of engagement with children and young people about their experiences of care and support, which has been successfully replicated with larger and more diverse groups of children (for example, through the approach to consulting children and young people about the Children's Services Plan). The Glasgow partnership also invests in a range of engagement tools, such as **Viewpoint** and Direct Workbag, which provide alternative ways of seeking children and young people's views and attend to preferences for online communication methods.



The City is committed to the equality of all of its citizens, as detailed in the **Glasgow Equality Outcomes 2017 to 2021**. Getting It Right for Every Child and the Equality principles will provide a context for articulating the progress made in relation to United Nations Convention on the Rights of the Child requirements, and the alignment of these policies will be key to helping children, young people and families to effectively navigate the system and to understand their rights.

The Impact of the COVID-19 Pandemic on Children, Young People and Families

In March 2020, the COVID-19 pandemic reset the context for supporting children, young people and families in Glasgow. The Children's Services Directorate of the Scottish Government authorised Local Authorities to delay publication of their Children's Services Plans to take into account the impact of the pandemic and Glasgow Community Planning Partnership took this opportunity in order to ensure the learning from the inter-agency pandemic response is incorporated. Mental health and poverty had already been identified by children and young people as issues of paramount importance during the consultation, which was carried out prior to the pandemic, and data, research and evidence which has emerged during the pandemic further highlights the need for increased mental health support to children, young people and their families, as well as initiatives that mitigate the impact of poverty.

A summary of the local and national learning which has emerged from the pandemic is presented below.

Poverty & Inequality

The impact of poverty in Glasgow City was exacerbated during the course of the pandemic, particularly in relation to food insecurity. Life Changes Trust, **One Parent Families Scotland** and the **Independent Children's Rights Impact Assessment on the Response to COVID-19 in Scotland** publications all specifically highlighted the impact of poverty, and detailed that the effect on children and those in disadvantaged groups has been particularly pronounced. These reports have estimated that more than 20,000 households required some level of food provision as a result of financial insecurity. More than 250 third sector organisations offered pandemic-related services to Glasgow's citizens, in addition to the targeted support provided by the Health and Social Care Partnership, Education Services, Glasgow Life, and a range of other partners to tackle the inequalities experienced by young people, those living in poverty, children, and Black and Minority Ethnic groups, and the "supercharged inequalities" experienced by children with disabilities. The partnership work, informal community supports and third sector response (see, for example, Glasgow Helps Directory) highlight the need for a system-wide response to address families' immediate needs and distress.





The economic repercussions of COVID-19 are also likely to be significant. The wider economy is likely to be impacted negatively, which will exacerbate poverty, particularly for vulnerable groups including children, young people and their families. While Glasgow's economy is estimated to be more resilient than other parts of Scotland , the potential impact on the economy and priorities for Government spending may lead to fewer thriving businesses, increased reliance on benefits and greater unemployment, thereby exacerbating the impact of structural inequalities.



Mental Health

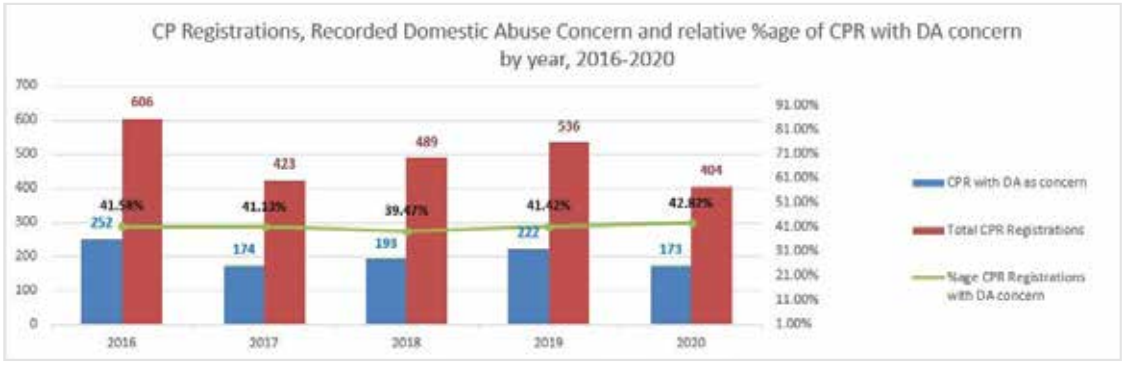
The experience of the pandemic and the lockdown appear to have exacerbated mental health issues for children, young people and their families. In a survey of 2,438 young people aged between 13 and 25 years, 67% of respondents considered that the pandemic will have a long term impact on their mental health. For care experienced children and young people, a small Life Change Trust study has suggested that "the stress and anxiety of lockdown only added to pre-existing anxiety, depression and other mental ill-health challenges" (page 44). One Parent Scotland produced monthly reports on the impact of COVID-19 on one parent families, recognising the impact of increased isolation, anxiety and increased mental health concerns for parents as a result of the pandemic. Increased periods of anxiety, depression and stress during lockdown have also been recorded in parents of children and adolescents across the UK, with higher rates in low-income and single parent households. In Scotland, across the adult population, there was an increase in reported mental distress symptoms, notably in young adults (18-29 years old) and those with pre-existing mental health issues.

Early research from the countries with the highest number of COVID-19 cases in March 2020 (China, Italy, Iran and South Korea) indicated that there are several factors which might lead to increased risk of domestic and gender-based risk due to forced cohabitation and increased economic stress. A report published in the UK suggested that the risk of domestic abuse could be magnified due to longer periods at home. Qualitative evidence gathered by the Scottish Government from a number of organisations who support people experiencing domestic violence suggest that a number of organisations have reported significantly increased referral rates following COVID-19 restrictions. Some services have

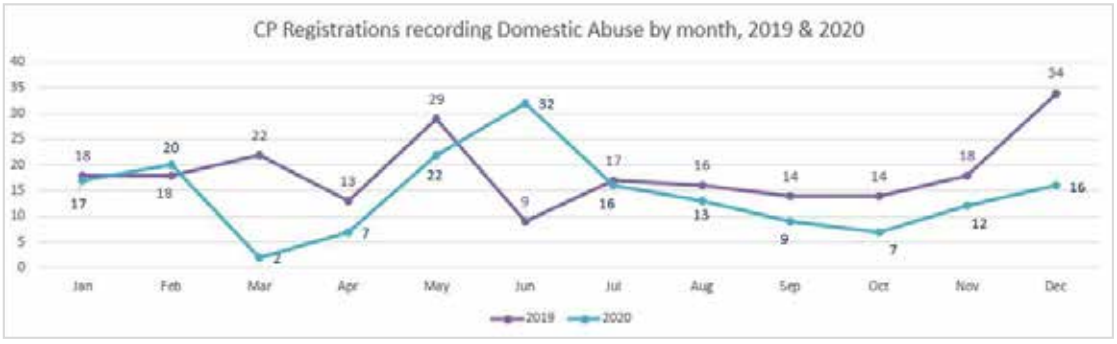


reported higher numbers of service users seeking help for the first time, with children being exposed to increased levels of abuse, which was felt to be significantly impacting on children's mental health and wellbeing. However, to date, there is limited reliable data from across Scotland. Anomalies in trends show that some services report little or no increase in referral rates. Data is also only generally based on the voices of those already engaged in services.

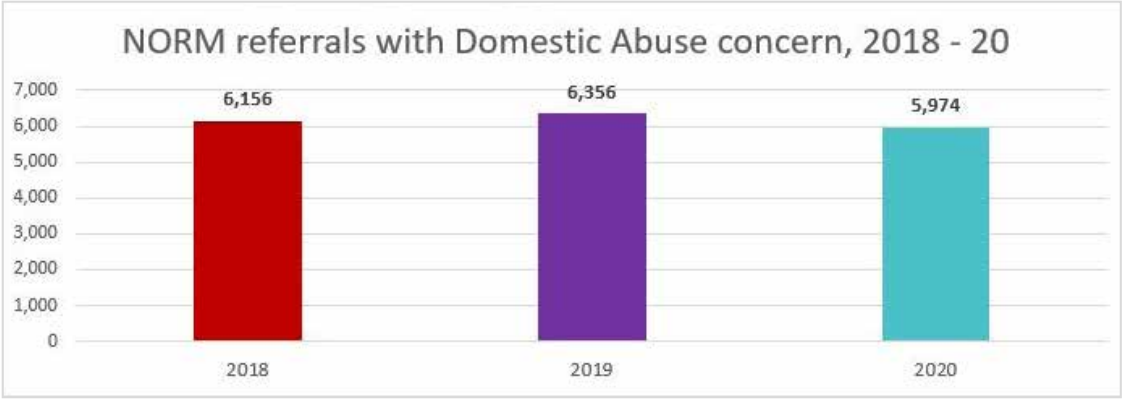
The data in relation to Child Protection Registrations in Glasgow City (which only record domestic abuse as a factor of concern when the domestic abuse has a significant impact on children) shows that the percentage of registrations with domestic abuse recorded as a concern has remained static at around 40% since 2016 (see Graph 1), with the monthly pattern for 2020 broadly similar to that for 2019 (see Graph 2). At the lower level of concern, cases referred to the Non-Offence Referral Mechanism Team that cited domestic abuse concerns were also reduced in 2020, as compared to 2018 and 2019 (see Graphs 3 and 4, with monthly and annual data, respectively). Throughout the pandemic, statutory partners have met very regularly to identify and respond to the emerging needs of children, young people and their families, and this process has highlighted that the rate of reported domestic abuse has remained stable across key partners in Glasgow.



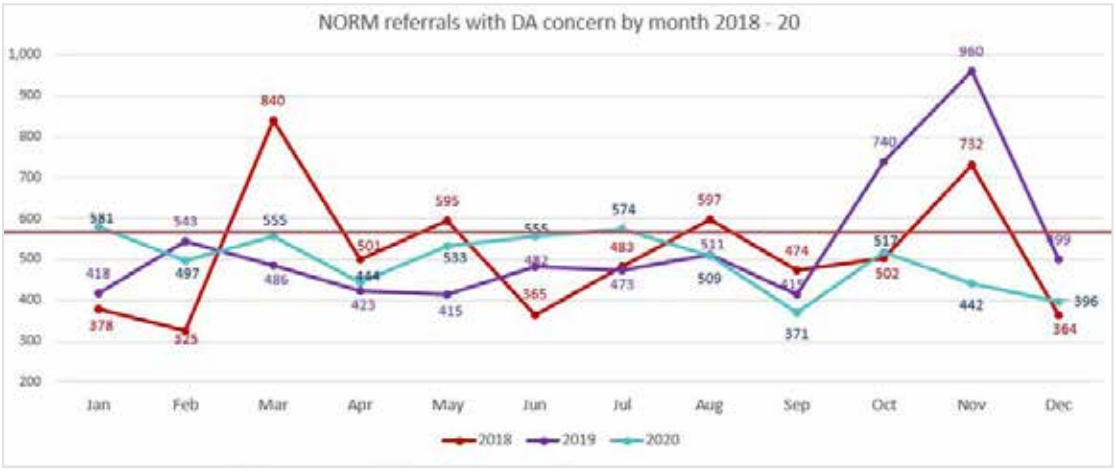
Graph 1 – CP Registrations with DA Concern (2016-2020)



Graph 2 – CP Registrations with DA concern by month (2019 & 2020)



Graph 3 – NORM referrals with DA concern (2018 – 20)



Graph 4 – NORM referrals with DA concern by month (2018 – 20)

The HSCP has begun work to explore a cross-care group whole system change process to improve its approach to working with all members of families affected by domestic abuse across the lifespan. This involves representatives from across the Glasgow Community Planning Partnership to improve support to families affected by domestic abuse, and to recognise the complex range of factors involved, as well as the range of circumstances reflected in the term 'domestic abuse' and the need to establish the priorities for each family in planning effective support. This work is in its infancy and is currently exploring models of strengths-based practice and family support in a domestic abuse context across the UK, drawing on the expertise of colleagues in supporting families affected by domestic abuse. Work is also continuing to implement the **Violence Against Women Partnership Recovery Strategy 2021** that attempts to address the breadth of gender-based violence issues in relation to a range of issues, including housing, service responses and funding opportunities, as well as communications and messaging. Work planned to support children, young people and families with domestic abuse is outlined in the Action Plan, including a proposal to extend the model of Family Group Decision Making.



Children with Disabilities

Research suggests that the pandemic has had a disproportionate impact on children and young people with disabilities as changes to routines were disruptive, home learning presented extra challenges, some support services became more difficult to access, and assessments were subject to delay. Experience in Glasgow in relation to supporting children with disabilities reflects these research findings. At the start of the pandemic, critical services which supported children in their families at home were affected by the pandemic and many families struggled. Children and young people were impacted by isolation at home, reliance on online supports, changed education arrangements, absence of usual routines, and loss of important relationships with peers and other key adults. Families experienced increasing pressure as respite services were not available at the level of pre-pandemic support, and in home family supports were significantly reduced. Some families and young people also declined direct supports due to concerns about risks to children, young people and other family members at increased risk from COVID-19.

A multi-agency approach was taken throughout the pandemic to try to ensure that the vulnerable children, young people and families were prioritised for services and education placements. Going forward, there will be a focus on learning from families' experience of support received during the pandemic, to ensure that this feedback shapes future service provision. Over the next three years, there will be a focus on improving timescales in relation to assessments and increasing uptake of direct payments. Work on improving transitions into Adult Services is identified as a high priority within the action plan, including links with the Maximising Independence work.





Employment

Research suggests that 10% of UK businesses are at immediate risk of failure due to the restrictions places on them as a result of the pandemic , with the greatest impact likely to be concentrated in poorer towns and cities in the northern part of the UK. **Skills Development Scotland's most recent estimates** project that the coronavirus impact on Glasgow will lead to a 0.5% reduction in workforce, with most job losses within the retail and hospitality sectors. Therefore, the aims and priorities of the Children's Services Plan have been developed to attend to the employment and economic impacts of the COVID-19 pandemic.

Digital Inclusion

As discussed above, the digital divide was accelerated by the rapid shift to digital working and networking during the pandemic. The use of technology to engage with children and families has generally been positive, but has exacerbated the impact of poverty and structural inequalities for children, young people and families who do not have access to digital platforms. Those without access to the internet and technology, or less confident in using digital platforms, have been more likely to suffer isolation, and to experience difficulties in accessing support throughout the pandemic . From the initial stages of home learning, all agencies received reports of children struggling to engage with school. The Children and Young People's Commissioner for Scotland identified that disparities between schools in terms of readiness for online learning could lead to widening of the learning and attainment gap, which will be challenging to address and may require targeted resources to reduce education inequalities in the future . A report published by **Life Changes Trust** also suggests that digital exclusion prevents young people from receiving support and engaging in activities that promote their wellbeing and improve their life chances, such as further and higher education . A programme of digital support has therefore been rolled out by Education Services, the HSCP (through Connecting Scotland) and a range of third sector providers to address this. In response to continuing demand, Education Services is initiating a second phase of their digital inclusion programme, which will continue to issue IPads, Chromebooks, and internet connectivity packages to families identified by schools. This programme is a combination of the Council's Connected Learning Programme and the Scottish Government digital inclusion initiative.





New ways of working

New ways of working developed under the extreme circumstances of the COVID-19 pandemic, and some of the learning offers opportunities to offset some of the negative effects. Telecommunications and video conferencing have been scaled up rapidly, and many organisations have quickly adapted to this new way of working, which has contributed to saving time, travel and operating costs for public, private and third sector organisations. The NHS provided the vast majority of its appointments online during the pandemic, and this facility will remain in place as part of the planned digital roll out for patients who prefer this method of communication. Continuing roll out of the digital inclusion programme will help to support children, young people and families to engage with new models of service delivery, though the need to take account of children and young people's preferences in relation to engagement methods, and the need to carry out research into the impact of the move to digital support, is also incorporated in the priorities presented here.





What are the current priorities driving the Integrated Children's Services Plan (2020 – 2023)

In light of the feedback received from children and young people involved in the Children's Services Plan consultation, and the findings emerging from the research undertaken throughout the pandemic, five new priorities for the Plan were developed to:

- Reflect the feedback from children and young people;
- Provide equality to all young people, in response to their own needs and preferences, and recognising that children and young people's individual needs cannot be characterised through their status as care experienced young people, or children with disabilities etc.;
- Maintain all of the priorities governing work across the partnership over the period of the previous Plan;
- Reflect the learning from the inter-agency response to the COVID-19 pandemic;
- Incorporate the recommendations of the Independent Care Review to listen to care experienced children and meaningfully engage children and young people in decisions which affect them.

The Children's Services Plan was reworked to reflect the emphasis on poverty and mental health, taking into account the feedback from children and young people, and the impact of the pandemic. Across all of the priorities outlined below is a commitment to addressing children, young people's and families' needs at the appropriate level of intervention (Universal, Early intervention, and Targeted), and to prevent escalation, where possible and appropriate, in order to ensure that children and young people receive the right help at the right time from the right person, in line with the principles of GIRFEC.

The set of priorities which have emerged from this analysis are listed below, and the next section details the actions across each of these priority areas.

PRIORITY 1: Children and young people are safe, protected and valued in their communities and neighbourhoods

PRIORITY 2: Children and young people's health and wellbeing is promoted and improved

PRIORITY 3: Children and young people are well supported in their homes and communities

PRIORITY 4: Children and young people achieve high quality outcomes through excellent and inclusive education and employment opportunities

PRIORITY 5: Children and young people are involved and included and their views are influential in the development and delivery of services

PRIORITY 1: Children and young people are safe, protected and valued in their communities and neighbourhoods

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Universal: Children are safe, protected and valued in their communities and neighbourhoods	Increase children's feelings of safety in their local communities, and their sense of feeling valued and protected	Co-design and implement neighbourhood initiatives and approaches which improve children and young people and families' resilience
		Promote outdoor play for all and ensure that the city offers a range of play opportunities, spaces and places for children of all ages and abilities within their communities
		Support the improvement of high quality, appropriate spaces where children and young people can be physically active and participate in sport
		Support the development of initiatives which link to existing play and outdoor strategies, such as the Burrell Renaissance Project to deliver a pre-5's outdoor Playscape in Pollok Park
		Develop spaces accessible to all children and young people where they feel safe in schools, communities and their wider environment
		Co-design and implement appropriate anti-bullying/anti-discrimination programmes to help children to feel safe, and to support others in their community
Early intervention: Develop effective response to some of the risks emerging from, or accentuated by the increased use of digital platforms and communication	Develop better understanding of children and young people's digital skills and the impact of the increase in online support and communication	Develop programme of research to explore the impact of online support and communication
	Reduce the risk of the increase in digital communication on young people's safety	Analyse data on online incidents to develop action plan to address adverse impact of increasing use of digital communication

PRIORITY 1: Children and young people are safe, protected and valued in their communities and neighbourhoods...*continued*

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Targeted: Improved identification of, and response to supporting children experiencing abuse and neglect	Increased awareness and understanding of the complex interplay of factors underpinning abuse and neglect	Expand awareness of the factors associated with neglect and build a shared understanding of the needs of children, young people and families. Reduce impact of cumulative pressure on families, including the impact of structural inequality and the pandemic
		Embed a children's rights approach to child protection
	Expansion of Family Group Decision Making programme to extend the availability of strengths-based approaches to working with children, young people and families	Expansion of Family Group Decision Making (FGDM) to support families with domestic abuse issues Expansion of FGDM to support families before their children are born Development of rapid FGDM response to emergency situations and supporting emergency placements to ensure that wider family members are involved in developing and delivering support
	Effective earlier intervention to address impact of domestic abuse	Increase range and quality of services available to address domestic abuse and coordinate their effective delivery.
	Effective inter-agency response to child sexual exploitation and trafficking	Increase awareness of child sexual exploitation through community engagement model, with expanded training for social work and partner agencies

PRIORITY 2: Children and young people's health and wellbeing is promoted and improved

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Universal: Improve children and young people's physical and mental health through effective health visiting practice	Full implementation of Universal Health Visiting Pathway Continue to develop the Health Visitor role in delivering effective early intervention	Fully implement the antenatal home visit Continue to transform the health visitor role building on current effective practice
Universal: Improve the range of supports available to meet children and young people's mental health and wellbeing needs	Design and commissioning of high quality mental health services and supports which respond to the full range of needs of Glasgow's children and young people	Co-design and resource accessible and effective universal mental wellbeing services and supports in Glasgow Align sources of funding (e.g. Scottish Government Mental Health funding and family support funding) to deliver high quality support Improve pathways into support
	Increased knowledge and understanding of the impact of poverty and the pandemic on children and young people's mental health	Utilise data to inform service delivery and improvement to respond to children and young people's emerging needs and socio-economic impact of COVID-19 pandemic
Universal: Improve children's health and wellbeing through nurturing approaches and increased participation in physical activity and sport	As a Nurturing city, continue to improve approaches to meeting the needs of all children and young people, particularly those with additional support needs	Support all education establishments to embed nurturing approaches as part of 'Towards a Nurturing City' initiative Increase understanding of nurturing approaches among all children's services
	Improving children's health and wellbeing within schools through increased participation in physical activity and sport.	Youth Services and Youth Work agencies work with local sports clubs, community sport hubs, colleges and universities to provide pathways to support young people to progress in sport.
	Poverty-proof the school day and leisure opportunities	Address the recommendations of the Cost of the School Day project with the Poverty Leadership Panel Improve access to flexible financial support to support families and address immediate distress and pressures

PRIORITY 2: Children and young people's health and wellbeing is promoted and improved...*continued*

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Universal: Improve rates of breastfeeding across the City to improve children's attachment, and physical and mental wellbeing	Build on success of UNICEF Gold Accreditation across the city by maintaining the award and implementing strategies that promote and support breastfeeding in our communities and encourage close and loving relationships between all parents and babies.	Maintain accreditation across the City and co-design programme improvements with families
Early Intervention: Children and young people receive effective early intervention support to meet their mental health and wellbeing needs	Increase the confidence and skills of children, young people, parents and carers to address early signs of mental health issues, and to access appropriate support	Co-design and implement services and pathways providing appropriate and immediate access to mental health and emotional support
		Co-production of new Tier 1 and 2 Mental Health Services in schools, and across the Community Planning Partnership, to address mental health needs Training for staff such as youth workers and family learning workers to ensure children, young people and families receive appropriate support and referral to other agencies, as appropriate Provide perinatal and parental mental health services that will improve mental and emotional wellbeing in homes and communities
	Improved understanding of neurodiversity, and more consistent and effective range of responses, programmes and practices to address children and young people's needs	Improve range of services, responses and supports for children, young people and families in relation to neurodiversity.
Early Intervention: Children and young people receive effective early intervention support to meet their mental health and wellbeing needs	Develop more consistent response from the adults (professionals, parents and carers) supporting children and young people to meet their mental health and wellbeing needs	Develop a shared understanding of children and young people's needs across professionals and families, and develop/ expand evidence informed, high quality and consistent responses and interventions. Develop family education programmes to support consistent, strengths-based approaches in the home and community

PRIORITY 2: Children and young people's health and wellbeing is promoted and improved...*continued*

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Early Intervention: Children and young people receive effective early intervention support to meet their mental health and wellbeing needs	Children, young people and their families actively influence the development of strategies and services	Co-produce innovative co-located service models with people who have lived experience, which take into account the impact of poverty
Early Intervention: Children and young people receive effective early intervention support to meet their mental health and wellbeing needs	Families are supported to understand how to apply for and receive all of the benefits to which they are entitled to alleviate the impact of cumulative pressures on families	Ensure effective learning & development and training is in place for practitioners across the partnership
Targeted: Children and young people with specific mental health and wellbeing needs receive timely support which meets their individual requirements	Increase the range and quality of services and supports which meet the needs of children, young people and families with specific needs, for example, cohorts of young people with needs related to neurodiversity, autism, substance misuse, and also care experienced, LGBTQI+ and black and minority ethnic populations	High quality, targeted support for children and young people with specific mental health needs
	Improved awareness and understanding of the needs of children and young people at risk of suicide	Develop strengths-based, trauma-informed services and supports for children and young people at risk of suicide
	Increase awareness of self-harm and risk reduction	Delivery of 'What's the Harm' training across Education Services
	Improved support for families bereaved by suicide. Increased awareness of the impact of suicide on all family members	Develop strengths-based, trauma-informed services and supports for families bereaved by suicide

PRIORITY 2: Children and young people's health and wellbeing is promoted and improved...*continued*

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Targeted: Children and young people with specific mental health and wellbeing needs receive timely support which meets their individual requirements	Improved understanding of neurodiversity, and more timely diagnosis for children who require clinical support. Improved post-diagnostic support for families, parents, carers and professionals to ensure more consistent support for children and young people	Develop accessible, community-based family support services for children and their families in the community, which have an understanding of, and expertise in, neurodiversity Co-production of neurodiversity assessment and referral pathways with children, young people and families
	Children and young people have a healthier relationship with substances (smoking, alcohol and drug use)	Co-design and deliver mainstream curriculum and one-to-one programmes for developing healthier relationships with substances
Targeted: Provide effective school nursing service	Develop a targeted school nursing service for children and young people in line with Scottish Government investment priorities	School nursing service will provide early intervention to children and young people requiring emotional health and wellbeing support at Tier and 1 & 2 Improve the availability of targeted school nursing support to children aged 0 – 10 years School nursing service will provide support to pupils who require it at transitions. School nursing service will assess and support school aged children involved in the a child protection process
	Continue to expand and improve pre-birth services	Develop and deliver action plan to improve the way in which families are supported where a child is identified as having complex health issues in pregnancy

PRIORITY 2: Children and young people's health and wellbeing is promoted and improved...*continued*

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Targeted: Provide evidence-based intensive home visiting programme to all young women.	All young women aged 19 and under and pregnant with their first baby will continue to be offered a place on the Family Nurse Partnership programme, with support provided from early pregnancy until the child's 2nd birthday with the aim of improving pregnancy outcomes, improving child health and development, and ensuring that children are 'ready to learn' Improve economic self-sufficiency	Continue to resource and sustain the concurrent model of Family Nurse Partnership programme delivery alongside delivery of the Revised Universal Pathway
Targeted: Improve the quality of support for children with disabilities, including transitions to Adults Services	Work with partners to improve quality of support to children, young people and families	Review availability and quality of support to families during the pandemic, and incorporate learning, particularly in relation to poverty and inequality. In collaboration with families and young people, review Skills Development Scotland processes, including transitions, taking account of funding levels for individual service packages for children. Link to the Maximising Independence work within HSCP Adult Services

PRIORITY 3: Children and Young People are well supported in their homes and communities

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Universal: Family Support Strategy principles underpin delivery of family support across all agencies and providers in the City	Alignment of family support activity delivered by the Children Services' Partnership and external partners, with a focus on strengths-based, trauma-informed practice for whole families	Mapping of family support services across all children's services partnership agencies. Alignment in the approach to supporting children, young people and families across the partnership, with a focus on strengths-based, trauma-informed practice
Universal: Maximise income and mitigate poverty to alleviate pressures and support families to stay together	Measurable increases in household income through increased working income and benefit maximisation	Provide flexible funding in order to meet families' immediate needs and alleviate pressures. Ensure Health Visitors, Family Nurses, third sector workers and nurseries refer families to Financial inclusion Partnership services at all points along the Universal Pathway
Universal: Young people have access to youth work provision which promotes their socialisation, learning and development	All young people have access to good quality youth work provision which supports their needs	Glasgow Life, Glasgow City Council, Education and third sector providers work together to provide a youth work offer that allows young people to participate, engage, supporting children's empowerment and learning. Glasgow Life deliver informal learning and physical activity programmes targeted at a range of children and young people, including those with additional support needs
Universal: Develop more effective data systems for measuring needs and effectiveness of interventions.	Pool resources to deliver a consistent and aligned multi- agency approach to support families from pre- birth, pregnancy, birth and beyond	Develop more effective data systems, which capture the range of children, young people's and families' needs, and support future resource planning and service improvement

PRIORITY 3: Children and Young People are well supported in their homes and communities...*continued*

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Universal: Through schools, support families to be better able to support their child's learning and development	Through effective engagement, allow families to access high quality universal and targeted support that enables them to access learning activities that meet their needs	Family Learning Officers working across school clusters to support capacity building, collaboration, sustainability and sharing of good practice
Early Intervention: Mitigate the impact of poverty on local families, and neighbourhoods	Track the level of child poverty to allow development of effective service responses	Analyse available data to understand relative poverty at locality, neighbourhood and household levels to support service development and improvement
	Use neighbourhood-level data to guide the development of a neighbourhood, tiered approach to delivering family support to avoid the need for statutory social work intervention, where possible	Professionals work collaboratively with families to deliver a joined up support package that addresses the full range of families' needs, including poverty, mental health and needs emerging/ exacerbated by the COVID-19 pandemic impact
		Strengths-based needs assessment and care planning in co-production with families and relevant third sector/statutory service partners to identify and address pressure points
	Third sector and statutory agencies continue to widen and strengthen collaborative working to support and enhance parents' experience and participation in parent engagement programmes	Co-produce with families and partner agencies parenting support pathways in place-based community settings. Provision of flexible relationship-based support to help families to engage in targeted programmes
	Development of online group work programmes	Expand engagement methods to maximise participation in group work programmes

PRIORITY 3: Children and Young People are well supported in their homes and communities...*continued*

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Early Intervention: Increased early intervention support to relieve pressure on families	Accessible and timely early intervention support	Develop effective referral pathways to ensure support is available when needs first emerge, with increased understanding of how to access support by families and professionals, in line with the principles of GIRFEC. Test innovative models of practice in partnership working, based on a shared approach within communities and neighbourhoods
	Improve the accessibility, range and quality of family support available to address the full range of needs of Glasgow's families via statutory and third sector organisations	Invest in and commission services informed by the particular needs of individual families and neighbourhoods, with a focus on delivering consistently high quality, strengths-based, trauma-informed care practice
	Align employability services and training opportunities with family support provision	Robust links between statutory and third sector services and employability services
Targeted: Services and supports focus on meeting the needs of children and young people in the context of their families and their communities, in line with the recommendations of the Promise.	Continue to develop a partnership approach between the Health and Social Care Partnership and third sector organisations to deliver effective intensive support that meets the needs of children and young people at risk of accommodation	Increase the range and quality of support to maximise the number of young people who continue to live with their families and within their communities
		Increase the quality and consistency of care practice, incorporating a strengths-based approach to working in partnership with children, young people and families
	Continue to expand and improve pre-birth services	Review and implement 'Supporting Families Through Pregnancy' procedures (formerly 'Vulnerable Pregnancy Protocol'), and review the current structure for supporting families

PRIORITY 3: Children and Young People are well supported in their homes and communities...*continued*

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Targeted: Children and young people who are separated from their families are effectively supported in residential, foster, kinship and adoptive care, with continuing connections with their family, schools and communities	Develop consistently high quality strengths-based and trauma-informed care practice within foster and adoption services, children's houses and intensive services (targeting children on the edges of care).	Development of an evidence-informed approach to supporting children and young people which is consistent across their care journey. Scoping to understand how young people can be better enabled to maintain positive relationships with their families, and through their schools and communities.
	Continue to develop effective methods to support the recruitment of carers, with ongoing training and coaching offered to maximise the potential of carers to meet the range of children and young people's needs	Continue to develop online recruitment and training in order to improve accessibility for prospective carer Develop training and coaching to support carers to integrate strengths-based and trauma informed approaches to caring for children and young people
	Looked after children and care experienced young people are supported to maintain good relationships with their brothers and sisters, and those they care about.	Implement improvements to support more family time for children and young people who are looked after.
	Embed Life Long Links within children's houses and foster care to provide children and young people with an opportunity to connect and sustain relationships with wider family members	Provide training for staff to support the embedding of Life Long Links within children's houses and foster care Improve support for children to maintain current relationships whilst settling into new living arrangements and developing new relationships
	Improve support for young people transitioning from children's services into aftercare services, with more seamless transitions for young people moving from children's to aftercare services, preventing young people experiencing homelessness.	Review of accommodation and support options for care experienced young people moving into adulthood, co-produced with young people, the third sector and Registered Social Landlords to support the development of an appropriate range of accommodation options to meet spectrum of care experienced young people's requirements

PRIORITY 3: Children and Young People are well supported in their homes and communities...*continued*

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Targeted: Children and young people who are separated from their families are effectively supported in residential, foster, kinship and adoptive care, with continuing connections with their family, schools and communities	Improve support for young people transitioning from children's services into aftercare services, with more seamless transitions for young people moving from children's to aftercare services, preventing young people experiencing homelessness	Further develop the Glasgow Continuing Care & Aftercare Housing Protocol alongside third sector partners and Registered Social Landlords to ensure more RSL's adopt the Protocol in order to offer a wider range of permanent tenancy options through the Protocol. Develop routes into permanent accommodation options for care experienced young people with complex needs using a partnership 'Housing First' approach. Offer targeted support for care experienced young people from Compassionate Distress Response Service
	Improve accommodation options for young people with learning disabilities and complex needs	Work with Registered Social Landlords to develop supported accommodation in the community for young people with learning disabilities and complex needs
	Improve support for kinship carers, and improve processes and timescales for achieving permanent kinship arrangements for children and young people	Review kinship procedures, reflecting aim to improve support for kinship carers and the processes and timescales for achieving permanent arrangements for children and young people Support the development of suitable accommodation to achieve permanent kinship arrangements for children and young people Develop training inputs and courses modified for kinship carers; with a range of engagement options, including online delivery Update and improve website providing information to kinship carers Increase funding for additional support for kinship carers, including support delivered by the third sector Review of opportunities for direct support for kinship carers, including attachment, play therapy and 1:1 wellbeing and counselling

PRIORITY 4: Children and young people achieve high quality outcomes through excellent and inclusive education and employment opportunities

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Universal: Meet the learning and care needs of children before they go to school	Continue to improve approaches to meeting the learning and care needs of children before they go to school and as they move through school, including support for families and carers	Meet the national commitment to deliver 1140 hours of free early learning and childcare in partnership with local providers, including third sector and community groups.
	As a Nurturing city, continue to improve the approach to meeting the needs of all children and young people, particularly those with additional support needs	Embed nurturing approaches across all nurseries as part of Towards a Nurturing City.
	Expand availability of good quality early learning and childcare in line with local and national policy	Delivery of action plan by education services, third sector and community groups to achieve expansion programme and provide the support resources required
	Raise attainment and achievement in primary schools through Glasgow's Improvement Challenge	Deliver Literacy for ALL and Glasgow Counts work strands and improve learner experiences, particularly for learners living in the 20% most deprived postcodes
	Raise attainment and achievement in secondary schools through Glasgow's Improvement Challenge	Raise attainment in secondary schools by providing additional supported study and mentoring, and improving engagement in collaboration between schools
	Increase the number of young people entering and sustaining positive post-school destinations, particularly those living in the 20% most deprived post codes	Continue to improve the proportion of school leavers going into higher education and improve the proportions going to university from the 20% most deprived communities. Build employer and school connections and opportunities for young people

PRIORITY 4: Children and young people achieve high quality outcomes through excellent and inclusive education and employment opportunities...*continued*

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Universal: Improving children's health and wellbeing through nurturing approaches and increased participation in physical activity, sport and arts	Champion equality in all establishments Support schools and young people to access cultural opportunities	Equalities Working Group support pupils across the full range of protected characteristics Continued partnership work between museums, arts, music and cultural events/ venues and education services on programmes such as Celtic Connections and mini-concerts as well as links with artist in residence programmes Improvement in health & well-being through provision of opportunities for young people to participate in Sport, Arts, Culture and learning
Targeted: A greater proportion of young people are positively engaged in education, training or employment. (Universal, ASL, Care Experienced and 20% most deprived post codes)	Develop consistently high quality strengths-based practice across a range of settings/ programmes/ approaches to support children with Additional Support Needs. Increase the number of Care Experienced children and young people accessing targeted employability services in order to provide support to enter and sustain positive, long-term post-school destinations into early adulthood	Review provision in Additional Support for Learning schools, co-located bases and within mainstream establishments to implement appropriate developments and improve outcomes for children and young people Support for care experienced young people to access and sustain positive post-school destinations to consolidate and develop existing specialised and targeted employability supports, including the Continuing Care & Aftercare Employability Service and dedicated Care Experienced Team

PRIORITY 5: Children and young people are involved and included and their views are influential in the development and delivery of services

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Universal: All new strategies and service developments to be co-produced with children and young people.	Develop and share existing tools to support looked after children and young people to give their views and for these to be listened to and taken into account in decision making	Children and young people involved in identifying gaps in service provision, and working in collaboration with key agencies to address them.
		Children and young people across all areas of the City, of all levels of ability and with protected characteristics are offered equal opportunities to participate
	Children and young people are supported to engage with agencies and services who support them	Co-produce tools with children and young people to support their engagement and to help them to express their views
	Provide a range of engagement methods to help children and young people to engage with the full range of services and supports offered	Develop a range of engagement methods and options for young people, and mitigate the impact of COVID-19 and surge in use of online and digital supports, as well as the lack of face to face contact and support over the period of the pandemic Develop a range of engagement methods and options which meet the range of needs and preferences of children and young people
	Increase the level of engagement of children and young people in service design, development and improvement	Engagement of children, young people and families in service development and improvement across the partnership, using innovative methods of co-production and incorporating children's voice Support to children and young people's fora, including Glasgow Youth Council and People Achieving Change (Young People's Champions Board) Recruitment of care experienced young people to support the development of Health and Social Care Partnership Children's Services and the delivery of the transformational change programme, in line with the recommendations of the Promise

PRIORITY 5: Children and young people are involved and included and their views are influential in the development and delivery of services..*continued*

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Universal: All new strategies and service developments to be co-produced with children and young people	Increase the accessibility of policies, strategies and plans to children, young people and their families	In collaboration with children and young people, develop an accessible version of the Children's Services Plan to ensure that children, young people and their families are aware of the key priorities driving services in the City, and understand the actions planned to improve support and services
Universal: Development of social media to support children and young people's positive engagement with services and supports	Better understanding of children and young people's social media use and their understanding of impact of social media	Use of social media to promote engagement with services, and particularly with mental health supports Use of social media to promote good mental health wellbeing
Early Intervention: Equality of access to engagement and support for all children and young people, addressing issues relating to digital exclusion and other barriers to full participation	Use partnership approach to deliver equal access to information technology and digital training programmes and resources to all families and children in Glasgow	Investment in digital infrastructure to ensure maintenance of digital access beyond initial investment period Co-produce information and training programmes with children and young people to provide equality of access to digital services and support
Targeted: Care Experienced Children and Young people are fully included in decisions affecting them, and are involved in developing and improving services	Care experienced children and young people actively influence the development of strategies and services. Care experienced children and young people are supported to fully participate in decision making processes	Recruitment of care experienced young people to promote participation, and to ensure that children and young people's voices and views influence policy and practice, and to empower children and young people to collaborate in service innovation and evaluation Care experienced young people are involved in the development of a consistent, strengths-based approach to including children and young people in the decisions that affect them, in line with the recommendations of the Promise Continue to develop a range of methods to engage with children and young people, including digital platforms, building on the learning from the pandemic, and reflecting the range of young people's preferences Review the language used in policies and procedures to ensure that it represents children's voice

PRIORITY 5: Children and young people are involved and included and their views are influential in the development and delivery of services..*continued*

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS
Targeted: Support care experienced children and young people to use social media to engage with services, and keep in contact with family	Build on successful elements of online engagement during COVID-19 pandemic by developing improved digital communication options for care experienced children and young people who prefer this method of engagement Digital communication is utilised as a platform to support family contact, and connections with brothers and sisters and other important family members and friends	Option for digital/ online engagement in decision-making meetings and supports Use of social media to connect brothers and sisters and other family members and friends



Appendix 1 – Consultation Process

In designing the Plan and discussing the participation of children and their parents and carers, the steering group and the organisations they represent aimed to deliver a plan, associated actions and activities that were compatible with the requirements of the United Nations Convention on the Rights of the Child and the shared duties to uphold children's rights. Past efforts to gauge the effectiveness of services and supports have at times been limited to quantitative measures, such as numbers of children and young people engaging in services, or user satisfaction surveys, with an assumption that engagement leads to meaningful change and better outcomes for children, young people and families. Given the limited nature of these types of data, a large scale consultation exercise was carried out to determine the issues of importance to children and young people, and particularly the areas causing particular difficulties or anxiety. The aim was to also include the views of parents and carers (particularly those looking after younger children), and also staff working in voluntary sector organisations which provide services to children, young people and their families. The Scottish National Standards for Community Engagement were applied as a basis for developing the approach, incorporating the learning from the recent Glasgow Family Support Strategy 2020-2023 engagement, to design a rights-respecting and inclusive consultation process

In a process of co-production, two groups of children and young people worked to develop the method for supporting children and young people to express their views, including the framing of questions, and the use of social media. This method was used to connect with children, young people and their parents and carers. Practitioners with existing relationships with children and young people (for example, teachers and nursery staff, social workers, youth workers, police etc.) were asked to explain the purpose of the Children's Services Plan in accessible language and to seek children and young people's views on key priorities over the next three years. The topics for discussion were:

- Keeping children safe
- Healthy and happy
- Supporting families
- Being prepared for life and work
- Improving care experience
- Child poverty





Practitioners from more than one hundred organisations across Glasgow were invited to briefing sessions, and a guidance document, along with a template for responses, were shared to guide the interactions with children and young people. These sessions emphasised the importance of children and young people's contribution to developing the Plan. Practitioners were encouraged to use simple language in their discussions with children and young people, and to avoid jargon. Staff were also asked to be creative in the way that they carried out the consultation, to minimise the barriers to participation and ensure that a wide range of children and young people could take part. In addition to written feedback, children and young people were encouraged to use pictures, posters, photos and poems to express their views. A budget was provided to remove barriers to participation, and to fund travel, interpreter support and child care, as required.

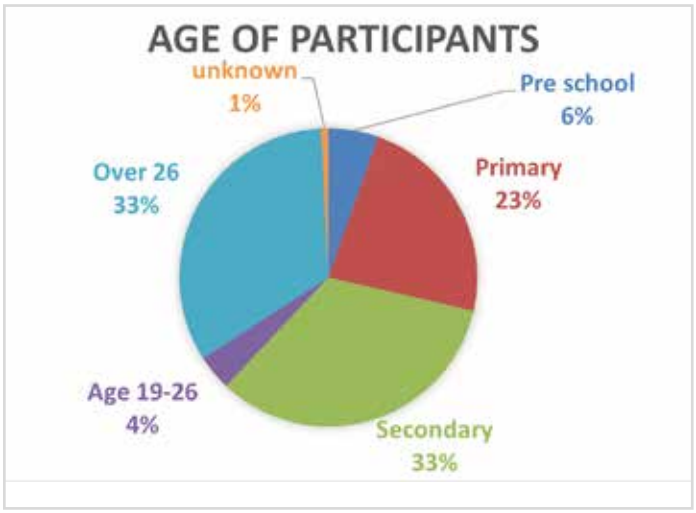
The consultation ran for three months from November 2019 until February 2020. During that time, emails were sent out to all of the agencies committed to supporting the exercise, with examples of the methods which had been used to successfully promote participation and seek feedback from children and young people. The consultation used a wide variety of engagement methods to capture children's and young people's views, including:

- Education events for primary and secondary school pupils
- Meetings with People Achieving Change (Young People's Champions Board) and the Children's Services Advisory Group
- One to one and small group contacts by Social Work, Police Scotland, Glasgow Life and a range of third sector organisations
- Events for professional staff from the Health and Social Care Partnership, Glasgow City Council, voluntary sector and partner agencies
- A webinar supported by the Health and Social Alliance
- Survey Monkey survey – promoted by email, newsletter and Twitter
- Twitter poll

Breakdown of participants by age

In total, there were 1325 responses to the consultation. Of these, 62% were from young people under the age of 18, and 4% were from young people aged between 19 and 26 years old. The remaining third were from parents, carers and professional staff, mainly from third sector organisations.

In over half of the returns, ethnic origin of participants was unknown, therefore it has been more difficult to explore the characteristics of the full group of participants. Only 9 per cent were recorded as being from Black and Minority Ethnic groups, 5 per cent as having disabilities, and 6 percent as care experienced.





References

References to come



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