



Item No: 14

Meeting Date: Wednesday 25th March 2020

Glasgow City Integration Joint Board

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GLASGOW'S FAMILY SUPPORT STRATEGY 2020-2023

Purpose of Report:	To provide the Integration Joint Board (IJB) with an overview of Glasgow's Family Support Strategy 2020-2023 (FSS).
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Background/Engagement:	Glasgow's Integrated Children and Young People Service Plan 2017-2020 details the priority of family support and early intervention. Within this priority was an action to develop a family support strategy for the city. The Family Support Planning Group have been developing the FSS since 2018, working alongside the Citywide Third Sector Forum to consult both families and professionals in the development of the strategy.
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Recommendations:	<p>The Integration Joint Board is asked to:</p> <ul style="list-style-type: none">a) Note the strategic direction of Glasgow's Family Support Strategy 2020-2023;b) Note the co-production between all Children Services Partner in the development of the strategy and the demonstrated partnership working between them;c) Note the commitment to improving the outcomes for children young people and families from the Children Services Partnership;d) Note the a shift in the balance of care away from statutory and acute service provision, towards more local, preventative and early support to families;e) Note the significant consultation carried out with families to support the development of the strategy; and
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	f) Note the two key HSCP commissioning frameworks, which will assist in the delivery of the strategy.
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Relevance to Integration Joint Board Strategic Plan:

The FSS aligns to GCHSCP IJB Integrated Plan's vision, as it sets out to align, fund, commissioning and deliver services in communities at the right time for families. In addition the FSS aligns to the IJB Priorities of:

- Prevention, early intervention and harm reduction.
- Providing greater self-determination and choice.
- Shifting the balance of care.
- Public Protection.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	Alignment with the following National Health and Wellbeing Outcomes 3, 4, 5, 6 and 9.
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Personnel:	N/A
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Carers:	FSS aligns to the Glasgow Young Carers Strategy and will look to support carers in the commissioning of family support services.
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Provider Organisations:	Both aligned commissioning frameworks will seek to strengthen the provision of third sector delivered family support services for early intervention and intensive family support. The alignment of funding across the city and the commissioning of services will increase sustainability for Third Sector Services delivering family support.
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Equalities:	An Equalities Impact Assessment was carried out in December 2019. Available at: https://glasgowcity.hscp.scot/publication/eqia-family-support-strategy
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Fairer Scotland Compliance:	The FSS and its aligned commissioning tenders have taken into consideration and will comply with the Fairer Scotland duty.
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Financial:	The investment can be fully funded within the budgets available for this service.
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Legal:	Family Support (Early Intervention) and Intensive Family Support Service commissioning framework will work closely with
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	legal services and commissioning to ensure a fair and legal tender process.	
Economic Impact:	Positive impact on third and independent sector providers delivering within Glasgow, as we continue to build a sustainable infrastructure for family support.	
Sustainability:	Investment in the family support infrastructure and commissioning framework for both early intervention and intensive family support will provide long term sustainability for provider organisations.	
Sustainable Procurement and Article 19:	The commissioning/procurement process will ensure that we comply with the Council's policies on sustainable procurement.	
Risk Implications:	<p>If the reinvestment in 2019/20 is not continued for subsequent years than this would impact on the family support infrastructure.</p> <p>There is a disinvestment in family support services by other funders such as Robertson Trust, Big Lottery and Integrated Grant Fund.</p> <p>The capacity of the third and independent sectors to deliver the quality/volume of support required in relation to family support services.</p> <p>The workforce is unable to take on new ways of working.</p>	
Implications for Glasgow City Council:	<p>Alignment of funding and delivering of family support services in line with the family support strategy priorities.</p> <p>Investment in family support for both early intervention and intensive support will see a shift in the balance of care towards community base asset approaches.</p> <p>Aligns to GCC Strategic Plan themes:</p> <ul style="list-style-type: none">• Executive and Inclusive Education - 25,• A Healthier City - 38, 42, , 47,• Resilient and Empowered Neighbourhoods – 74,• A Well Governed City that listens and responds –97	
Implications for NHS Greater Glasgow & Clyde:	Alignment of funding and delivering of family support services in line with the family support strategy priorities.	
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	

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1. Purpose

- 1.1 To provide the Integration Joint Board with an overview of Glasgow's Family Support Strategy 2020-2023 (FSS). The report will detail the background and development of the strategy, the four key priorities within the strategy, set out the direction of travel for Glasgow's future family support provision and outline the two commissioning frameworks; which will assist in the delivery of the FSS.
- 1.2 The strategy forms significant and key element of the Children's Integrated Strategic Plan for the City of Glasgow, In addition the FSS will underpin and strengthen the current transformational arrangements across the Health and Social Care Partnership, Education Service and the wider Third Sector.
- 1.3 The FSS highlights the need for more robust and comprehensive support for families throughout the City's Neighbourhood. In addition this strategy will seek to support the activity of the Community Planning Partnership and compliment the investment through the new Community Fund. It is hoped that by consolidating and coordinating the investment in prevention that this will develop the social capital across neighbourhoods, contribute to mitigating poverty, build resilience in families and above all secure better outcomes for our children and young people.
- 1.4 This report will also demonstrate the need for the funding, commissioning and delivery of family support services to be aligned at a neighbourhood level across the city to improve outcomes for children, young people and families. The city consists of 23 wards divided into 56 neighbourhoods, we will seek to deliver effective family support services within these neighbourhoods.

2. Background

- 2.1 The new FSS represents a significant change for the City of Glasgow. It is hoped that this new approach can build on the significant assets for the city and enable families to capitalise on the opportunities inherent within Glasgow. Essentially the strategy represents the core aspirations of the Christie commission along with long standing aspirations of the national policy of delivery on Getting It Right for Every Child.
 - a. Parenting remains the most important task within our communities and without doubt family in all its configurations remains the most important infrastructure and asset within the City. To that end the Family Support Strategy seeks to ensure an alignment and coherence around all family support and to ensure that everything possible is done to support communities, neighbourhoods, families, parents and their children. This partnership approach, if done effectively, will not only strengthen prevention and the securing of better outcomes and positive destinations (for every child and young person), but will also compliment the reform agenda to shift significant economic and financial spend from failure demand to investment into the people and families of Glasgow.

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- b. This strategy is aligned with the National legislation and policy and with the integrated children's planning reform agenda. It is hoped that the effective implementation and delivery of this strategy will significantly contribute to the economic and social aspirations of the City Government.

3. Legislation and Policy

- 3.1 The Children and Young People (Scotland) Act 2014 stipulates the requirement of an early intervention and prevention model, thus underpinning the need for a citywide approach to aligning, funding and commissioning of family support services in order to deliver against this duty.
- 3.2 The Community Empowerment (Scotland) Act 2015 also provides a driver through our community planning partnerships to work with our neighbourhoods to plan and deliver better services to them.
- 3.3 Getting it Right for Every Child (GIRFEC) and the eight wellbeing indicators (Safe, Healthy, Achieving, Nurtured, Active Respected, Responsible and Included) are the benchmarks and outcomes through which our integrated Children Services Partnership must deliver for children.
- 3.4 Glasgow's FSS will be fundamental to the delivery of GIRFEC delivering for children in 2020 and beyond, putting our families at the centre of what we do and delivering effective, timeously, flexible and holistic support.
- 3.5 It is our primary determination to help families to help themselves. To build the social capital of all our neighbourhoods and strengthen resilience across families, parents and young people. Our desire is to ensure better access to early help and support and consequently, disrupt the cycle of poor outcomes and promote positive destinations for all.
- 3.6 The Glasgow Integrated Children & Young People Service Plan 2017-2020 detailed 5 key priorities for the city in relation to integrated children services. One such priority was Early Intervention and Family Support and within this was the objective to develop a robust Family Support Strategy for the city.

4. HSCP Children Services Transformation Change Agenda

- a. Early intervention and intensive family support services were detailed within the HSCP Children Services Transformation Programme in 2016 as a key work stream. To enable the investment in this work to occur, children services embarked in a 3 year programme to reduce out with local authority placements. This 3 year programme has reduced out with local authority placements from 117 (March 2016) to 49 (March 2019) a reduction of 59%.

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5. Governance and Planning

- a. The Family Support Planning Group was established in May 2018, to provide oversight of the family support provision across the city and to develop and deliver on the family support strategy. The Family Support Planning Group consists of representatives from across the Children Services Partnership.
- b. In tandem, the Citywide Third Sector Forum also established their Family Support Planning Sub Group, which consisted of third sectors organisation who wished to contribute to the overall development of the strategy. These Third Sector organisation remain instrumental in the development of the strategy and utilised their experience and relationships with families to provide valuable insights into effective areas of needs, the challenges and what outcomes family support must deliver.
- c. The Third Sector Forum have also been fundamental to the consultation and engagement of the Family Support Strategy.

6. Strategy Development

- 6.1 The development of the strategy can be categorised into three keys phases:
 1. Mapping of current service provision.
 2. Identifying areas of need, challenges and strengths.
 3. Engagement & Consultation.
- 6.2 These phases are detailed within the Family Support Strategy and referenced in the attached document. This has highlighted the key areas of needs for the city, the challenges faced by third sector services providing support to families and the challenges faced by families accessing services. Also, identifying four key strengths across the third sector provision that the FSS can build upon.

7. Family Support Strategy - Vision

- a. Co-produced with families our vision for Family Support is:

“Working in partnership to deliver support services at the right time for Families to help them flourish”.

- b. Lived Experienced

Families with lived experienced were asked to contribute to the development of the FSS in relation to how good family support should be delivered to them. This generated 10 guiding principles of what a good family support worker should do. In addition to this the Third Sector Forum undertook a consultation with families on the FSS. A total of 140 individual's feedback on the consultation; a mix of young people, families, parents and carers. Overall there was a positive response to the goals of the FSS, with key themes such as accessibility and awareness of services and their

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funding highlighted. In addition to the proposed neighbourhoods approach and how this would be implemented.

8. Key Priorities

8.1 The FSS is a three year action plan 2020-2023 that details four key priorities:

1. All family support activity delivered by the Children Service's Partnership and external partners will be aligned across the city, by Year 2.
2. All funding of family support services by the Children Service's Partnership and external funders will be strategically aligned by Year 3.
3. Our Children Service's Partnership will invest within universal, early intervention and intensive family support services, citywide by Year 1 to strengthen the family support infrastructure.
4. Establish a neighbourhood approach to family support, citywide by Year 3.

In addition the FSS is working to align and support financial funders and charitable investors.

8.2 The attached report provides more detail on each priority and the subsequent aim(s), action, timescale and outcome(s).

8.3 To effectively implement GIRFEC, improve outcomes for families and deliver effective support to families it is essential the Children Services Partnership and wider Community Planning Partnerships work together to align funding, commissioning and delivery of family support services in Glasgow. There are several test of concepts detailed within the FSS, whereby all partners are testing family support models at different ages and stages to inform the future delivery of the family support across the city.

8.4 In addition the City Vision provides an opportunity to further align investment and consequently strengthen early intervention and prevention across the city.

9. Commissioning Framework(s)

9.1 HSCP Children Services will tender two commissioning frameworks (an early intervention and prevention framework and an intensive services framework) to act as a vehicle for the family support strategy, these frameworks will strengthen provision across the city and will be evaluated on their ability to improve outcomes for families.

9.2 This framework will also aim to have services in place by August 2020. This framework will look to strengthen the family support infrastructure across the city, funding family support services and therefore increasing the sustainability of services and consequently, allowing more flexibility for families to access these services.

9.3 Family Support Intensive Services Framework, will be developed with the aim of having services in place by November 2020. This framework will look at the needs in relation to families whose children are on the edges of care and how best to support these families.

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10. Family Support Interim Investment

- 10.1 In recognition of the immediate need to strengthen the family support infrastructure within the city, HSCP have invested an additional £1.6m into the family support infrastructure. This has resulted in a total investment of £5m citywide for family support in 2019/20.
- 10.2 The FSS requires further connection to the Early Years Strategy, Carers Support, Young Carers, Infant Mental Health and Kinship. The FSS also seeks to critically align the strategic priority of mental health support, aligned to effective family support.
- 10.3 The aspiration of FSS was identified as a priority in the last integrated inspection. We want to get it right for every family and every neighbourhood. The Strategy seeks to support our greatest asset that people make Glasgow and that this strategy will help the people and families of Glasgow to flourish.

11. Recommendations

- 11.1 The Integration Joint Board is asked to:
 - a) Note the strategic direction of Glasgow's Family Support Strategy 2020-2023;
 - b) Note the co-production between all Children Services Partner in the development of the strategy and the demonstrated partnership working between them;
 - c) Note the commitment to improving the outcomes for children young people and families from the Children Services Partnership;
 - d) Note the a shift in the balance of care away from statutory and acute service provision, towards more local, preventative and early support to families;
 - e) Note the significant consultation carried out with families to support the development of the strategy; and
 - f) Note the two key HSCP commissioning frameworks, which will assist in the delivery of the strategy.

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Glasgow's Family Support Strategy 2020 -2023

(Draft Version 10 17th February 2020)

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Foreword

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

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

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

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

The Integrated Children's plan and the Children's Services Executive Group understand the critical importance that 'Our services are focused on prevention and early intervention'.

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

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

We want to get it right in every neighbourhood, right with every family and right with every child. We hope that this strategy supports our greatest asset that 'people make Glasgow' and that this strategy let's Glasgow flourish.

Maureen McKenna
Director of Education
Joint Chair of the Children Services
Executive Group

Susanne Millar
Interim Chief Officer
HSCP
Joint Chair of the Children
Services Executive Group

Mike Burns
Assistant Chief Officer
Children Services
Chair of the Family Support
Strategic Group

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Introduction

We are determined to shift the balance of care in our communities and as such we believe the best mechanism to deliver family support is via a robust neighbourhood approach. We will also continue to invest within universal services. We will commission two family support frameworks covering Early Intervention and Prevention and Intensive Family Support Services. These initiatives will assist in delivering the four key priorities outlined within this strategy and provide a platform to strengthen the family support provision citywide and secure better outcomes for our families, parents, carers and above all our children and young people.

We will work in partnership with families, professionals and funders throughout the implementation of the family support strategy to ensure we get it right for every child and family in delivering family support services.

To aid the successful implementation and delivery of this strategy, **we need everyone's help**

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

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

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

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

Children's Services Planning Structure: We would ask that the Children's Services planning structure continuous to support our work within family support by aligning work streams and sharing information on areas of need, challenges and successes; ensuring a joined up approach at strategic level which can inform the delivery of family support.

Planning Structure: We would ask the organisations participating in the wider HSCP, GCC, CPP and NHS GG&C planning partnership to support us in the delivery of family support by establishing key

pathways and referral routes for mental health and addictions. Aligning Community Planning Partnership, Community Funding and Pupil Equity Funding to delivering family support.

This strategy is a three year plan (2020-2023) detailing four key priorities, when successfully implemented along with our commissioning frameworks will strengthen the family support provision across the city. Providing accessible, flexible and effective services for families at a neighbourhood level and a coherent approach to family support citywide in relation to sustainability, funding and activity.

1. Glasgow's Children Services Partnership

Our Children's Services Partnership includes statutory and voluntary organisations within Glasgow who have a common vision¹

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

Our Partnership consists of Glasgow City Health & Social Care Partnership (GCHSCP), Glasgow City Council (GCC), National Health Service Greater Glasgow & Clyde (NHS GG&C), GCC Education Services, GCC Neighbourhood Services, Glasgow Life, Citywide Third Sector Forum, Police Scotland, Scottish Children's Reporter Administration and Community Planning Partnership. This partnership had the responsibility to develop and implement Glasgow's Family Support Strategy as detailed within the [Glasgow Integrated Children & Young People Service Plan 2017-2020](#).

2. Glasgow's Vision for Family Support

Our vision for Family Support is:

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

Our vision was co-produced with families and partners, we want to empower families within their own communities and neighbourhoods, support them to stay together and enable them to help themselves. The development section on the strategy will provide further detail in relation to the research, engagement and work undertaken in the delivery of the family support strategy.

¹ Glasgow Integrated Children & Young People Service Plan 2017-2020

3. Glasgow's Family Support Strategy

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

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

4. Glasgow's Priorities

To deliver against this vision, we have developed four key priorities for the Family Support Strategy:

- 1. All preventive family support activity delivered by the Children Service's Partnership and external partners will be aligned across neighbourhoods and the city, by Year 2. Family support will be connected within local Committee and strengthened by the further implementation of getting it right for every child and the co-ordination with the community planning process.**
- 2. All funding of family support services by the Children Service's Partnership and external funders will be strategically aligned by Year 3.**
- 3. Our Children Service's Partnership will invest within universal, early intervention and intensive family support services, citywide by Year 1 to strengthen the family support infrastructure.**
- 4. Establish a neighbourhood approach to family support, citywide by Year 3.**

This family support strategy details the priorities' aims, action required, who is responsible for these action(s) and the timescale they should be delivered against. In addition this strategy details the benefit to both families and professionals of these set actions and the overall outcomes to be achieved through the delivery of these priorities. The tests of concept(s) that align too these priorities have been detailed to provide an overview of the work currently being delivered in partnership in Glasgow.

² Glasgow City Integration Joint Board's Strategic Plan for Health and Social Care 2019-2022.

³ Glasgow Integrated Children & Young People Service Plan 2017-2020.

⁴ Glasgow's Community Learning & Development Plan 2018-2021.

⁵ Early Learning & Childcare the Glasgow Offer.

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Priority 1: All family support activity delivered by the Children Service's Partnership and external partners will be aligned across the city, by Year 2.

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

This will allow the Family Support Planning Group to assess what is available at a neighbourhood level, identify gaps in service provision, which will inform the commissioning framework(s) for family support and to align funding to successfully implement a neighbourhood approach.

	Aim(s)	Action(s) Required	Responsible	Timescale	Benefit(s) to families	Benefit(s) to Professionals	Outcome(s)
1.1	Align current family support activity under the Family Support Planning Group.	All Children Service's Partnership agencies will map their own family support services.	Family Support Planning Group.	Year 1 – June 2020	A joined up approach resulting in effective support at the right time and clear pathways/ referral routes if families require further support.	A joined up approach to delivering services to families, resulting in smoother referrals/ transition into services.	Family Support Activity aligned. Preventative and anticipation networks, strengthened. Better outcomes for Glasgow's City. More children supported at home in their schools and in their neighbourhoods/ communities. Activity monitored & evaluated. Identify future gaps/service provision.
		The Family Support Planning Group will collate this mapping and alignment of services.	Family Support Planning Group.	Year 1 – October 2020			

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1.2	To develop family support directories for the neighbourhoods/localities.	Directories of family support specific to each locality to be created, this includes the scoping of existing directories/platforms of GCVS and Your Support Your Way.	Locality Planning Groups	Year 1 – December 2020	Families are able to access information on the support they require.	Professionals feel informed on what family support is available at a locality and citywide level.	Families able to access the right support at the right time. Improved health and wellbeing.
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Priority 2: All funding of family support services by the Children Service's Partnership and external funders will be strategically aligned by Year 3.

We are required to review our approach to how we manage and fund family support as a Children Service's Partnership. We need to align our funding and external funding citywide to ensure sustainable universal, early intervention and intensive family support services are available to our families. We will work at both a strategic and local level to ensure funding streams align.

	Aim(s)	Action(s) Required	Responsible	Timescale	Benefit(s) to families	Benefit(s) to Professionals	Outcome(s)
2.1	To pool resources to deliver a multi- agency approach to support families from pre- birth, pregnancy, birth and beyond.	Formal approach to main funders to ensure funding resources are aligned city wide and at a local level.	Senior Management Team, HSCP Children Services.	Year 1 (2020)	Families have timely access to the full range of supports to meet their multi-faceted needs at the time they need it most.	Greater sustainability for third sector organisations that offers opportunities for recognition where there is best practice and continuous growth.	Families in greatest need have equal access to the right type of support regardless of the neighbourhood they reside in. Children get the help they need when they need it. Children in the City secure better outcomes.
		To profile families and resources to better aid future resource planning.	Family Support Planning Group.	Year 1 (2020)	Families have access to resources when they need them and resources can be targeted to specific types of families.	Informs service delivery of anticipated increases/pressures on service delivery and/or resources due to changing needs.	
		To find flexible solutions for families unable to access family support.	HSCP Commissioning Services & Locality Planning Group	Year(s) 1,2 & 3 (ongoing)	Families who previously were unable to access support are provided with help.	Able to provide/refer on organisations able to help families with changing circumstances.	

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		Scope methods of utilising funding to support the family support strategy.	Family Support Planning Group, Locality Planning Group & HSCP Commissioning Services.	Year(s) 1,2 &3	Accessibility of services increased due to investment in services that address family's needs.	Able to address families need via flexible support services.	Great alignment of funding allows for increased investment of targeted services.
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Priority 3: Our Children Service's Partnership will invest in universal, early intervention and intensive family support services, citywide by Year 1 to strengthen the family support infrastructure.

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

Our families' needs will vary in scale; depending on the population demographic and existing services within each locality/neighbourhood Children Services. Locality planning groups and commissioning services will work together to effectively address locality/neighbourhood needs and develop services that address these needs. Whilst also taking into consideration the key challenges of service model/capacity, referral criteria and out of hours provision. Focus should also be given to increasing the capacity of professionals able to deliver family support based on the ten guiding principles identified by professionals and families. Attention should be focused on sharing knowledge, experience and expertise across the Children's Services Partnership.

HSCP Children's Services will invest in two commissioning frameworks to deliver on the investment within early intervention and intensive family support. An overview of these frameworks can also be found in the commissioning section of this strategy; a more detailed account can be found within the Commissioning Frameworks Report. Monitoring and evaluation of these framework will be taken forward by HSCP Commissioning Services and report into the Family Support Planning Group.

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

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		Capture children, young people, families and communities voices and ensure they resonate throughout the design, development and delivery of services.	Family Support Planning Group.	Year(s) 1,2 & 3	Families find services easier to engage with, as services are informed by families. Families feel empowered to make their own decisions.	growth where appropriate.	
		To work within neighbourhoods to identify the needs of children and families and plan with them how to address these needs.	Locality Planning Group and HSCP Commissioning Services.	Year 1 (November 2020)	Families receive the support service(s) that best addresses their needs and the wider neighbourhood needs.		
		To invest and commission services informed by the particular needs of individual neighbourhoods with attention given to: areas of good practice, increased service capacity and out of hours provision.	HSCP Commissioning Services.	Early Intervention & Prevention Framework – Year 1 (August 2020) Intensive Services Framework – Year 1 (November 2020)	Families are able to access effective support, when they need it.	Feel confident that families are well supported from both statutory and third sector organisations with clear pathways/referral routes.	Effective commissioning and delivery of services that support the areas of needs identified.
		To test innovative models of practice	Family Support Planning Group	Year(s) 1,2 & 3	Families are able to access effective	Motivated to deliver new	Outcome dependant on test

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		in relation to partnership working, neighbourhood approach and using shared languages.	will provide the governance for the relevant Test of Concept utilising: Glasgow Together (North East Consortium) National Society for Protection of Cruelty to Children (south Project – Together for Childhood Children Neighbourhood Scotland (CNS) Initiative Intensive Family Support Service (IFSS)	(Quarterly reporting to Family Support Planning Group).	support, when they need it. Families influence service provision at a neighbourhood level.	models of service delivery and practice.	of concept aims to improve access to service(s), delivery of family support and improved outcomes for families. Evaluation of all test of concepts will be feed into Family Support Planning Group and shared with wider Children's Service Structure.
3.2	Increase the capacity of professionals to deliver family support using a set of shared principles.	To create opportunities for professionals to engage and share learning and good practice.	Family Support Planning Group and Locality Planning Group	Year(s) 1,2 & 3 (Ongoing).	Families are satisfied with the support available to them.	Statutory and third sector organisations have opportunity and capacity to continuously learn and improve their practice achieved through an ethos of strong partnership working across the city.	The approach to family support provision is consistently of a high quality, providing flexible and holistic supports.

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		To equip professionals with an understanding of the core principles of family support.	Family Support Planning Group and Locality Planning Group.	Year 2 (June 2021)	Engages with Family Support Service(s) and continues to feed into the guiding principles of family support.	Embeds the guiding principles of family support into practice and continuous to feed into these principles.	Families receive a high quality, consistent approach to family support.
Priority 4: Establish a neighbourhood approach to family support, citywide by Year 3.							
<p>Glasgow’s families’ needs are diverse and constantly evolving, to address these needs it is fundamental to deliver family support services at a neighbourhood level, pulling together resources from Glasgow City Health and Social Care Partnership (HSCP), Education Services, Glasgow Life and third sector to work in partnership and deliver holistic support for children, young people and families. Building on the four key strengths identified: focus on families, skilled workforce, good practice and partnership working.</p> <p>The HSCP, Education Services, Glasgow Life and third sector organisations are committed to working in partnership with Community Planning Partnerships and other partners with the focus on helping children, young people and families stay together. Through transparency of processes, sharing knowledge and resources.</p> <p>It is vital when commissioning family support services that organisations can respond at a neighbourhood level, whilst capturing children, young people and families’ views to inform service practice and delivery. We are committed to informing families of the support available within their communities and looking to strengthen gaps in services through investment in current family support and exploring new models of family support through test(s) of concept.</p>							
Aim	Action(s) Required	Responsible	Timescale	Benefit(s) to families	Benefit(s) to Professionals	Outcome(s)	
To provide a local level, tiered approach to delivering family support to prevent/divert children, young people and families accessing statutory social work.	To promote the importance of families in improved health and wellbeing for children and young people via services.	Children’s Services Partnership, Family Support Planning Group and Locality Planning Group.	Year(s) 1,2 & 3	Children and young people have a healthy family environment to grow up in	Level of need is reduced across the city resulting in reduced caseloads for workers	Families stay together and thrive. Living healthier, longer lives. A local coherent neighbourhood network exist to promote early help and starter prevention.	

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	To ensure professionals work collaboratively with families to deliver a joined up support package that addresses family's needs.	Family Support Planning Group, Locality Planning Group and Commissioning Services.	Year(s) 1,2 & 3	Needs assessment and care planning is co-produced with families and relevant Third Sector/Statutory Service. Families receive support that is relative to their level of need at the time they need it most.	Professionals have access to appropriate supports to address all families presenting needs	Assessment of family's needs are more efficient. Resulting in families being supported by relevant Third Sector Organisation or Statutory Organisation who are best placed to support their needs.
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5. Children Service's Partnership Test of Concept(s)

The following initiatives and current tests of change provide an opportunity to adapt and improve the current 'as is' system. The desire is to identify what works, best practice and achieve both better alignment and coherence across our neighbourhoods.

Education Services - Eligible 2's

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

In addition to this Education Services are currently scoping how eligible 2 statutory funding can be utilise to provide both nursery provision and family support working alongside the third sector.

Outdoor Early Learning & Childcare

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

Children's Healthy Weight Pre- Five's

A gap was identified in relation to pre-five healthy weight support for NHS GG&C board wide. Our universal pathway will provide the mechanism by, which to address this via child healthy weight (CHW) interventions with children and families within this age group. The Health Visitor / Family Nurse Partnership intervention will be strengthened through additional training in child healthy weight and tools and techniques which support the adoption of healthy family meals and will contribute a minimum of 3 sessions. Additional intervention will be provided by home based support and access to existing community cooking activities. Each locality will host a would test of concept initiative where additional capacity of a 0.5 wte Health Care Support Worker or Third Sector Provider is identified to deliver additional follow up CHW interventions with families in the local area⁶.

Children's Neighbourhood Scotland

Children Neighbourhood Scotland is a placed based initiative within Glasgow's East End, which aims to bring together resources, people and organisations within that community to improve the lives of children there. The approach builds on the success of the Community Planning Partnership's

⁶ CHW Standards, Implementation Plan NHSGG&C July 2019.

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Thriving Places within this area and working with three local primary schools. It is anticipated that this test of change will expand to two further sites within the city. This is the initial test of change in order to deliver Glasgow's community approach to family support and early intervention.

NSPCC Together for Childhood

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

Glasgow Life Family Support – Holistic Needs Assessments.

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

Education Services Family Learning and Support

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

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

Family Support Role – Education Services

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

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Glasgow Families Together

Glasgow Families Together this innovative test of concept will explore building a collaborative infrastructure between HSCP and the third sector in order to support families within communities through early intervention, which would result in only higher need cases remaining with Social Work Services. The evaluation and learning of this model will be continually fed into the commissioning framework(s) for family support.

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

Intensive Family Support Service (IFSS)

HSCP Intensive Services Team working in partnership with CELCIS and Third Sector Providers will seek to design, implement and commission a model of family support for those who require intensive support in addition to social work interventions. This is aimed at families with children on the edge of care, aiming to support families within their homes and communities and reduce the likelihood of children being received into statutory care. We are using an active implementation approach to commissioning of intensive services for families, which will afford Glasgow the opportunity to build a new model of partnership working with both third sector and families.

6. Family Support Commissioning

HSCP Commissioning Services will work with the Family Support Planning Group, families and Children's Services Partners to develop two commissioning frameworks for family support; an early intervention and prevention framework and an intensive services framework. These frameworks will reside as separate documents from the strategy, however will act as the vehicle to deliver the family support priorities and strengthen the family support infrastructure services citywide. Both commissioning frameworks will utilise the family support guiding principles as detailed within the strategy development section of this document as a basis for monitoring and evaluation of services.

Family Support: Early Intervention & Prevention Framework, will aim to have services in place by August 2020. This framework will look to address the needs identified in the development of the strategy; neglect, gender based violence, poverty, mental health, children affected by disabilities and/or with additional support needs and asylum seeking population. This framework will look to strengthen the family support infrastructure across the city, funding family support services increasing sustainability of services allowing more flexibility to families accessing these services. This framework will commission models of good practice that are in high demand and develop new models that address our families' wants and needs. Seeking to build on the strengths identified within the third sector of a focus on families, skilled workforce, good practice and partnership working. HSCP have invested an additional £1.98m into the family support infrastructure across the city, this has led to a total investment of £5.04m citywide in family support for 2019/20. This will provide financial stability and support for the sector in the interim period, to allow the early intervention and prevention framework to be developed.

Family Support Intensive Services Framework, will be developed with the aim of having services in place by November 2020. This framework will look at the needs in relation to families whose children are on the edges of care and how best to support these families. The Intensive Family Support Service (IFSS) has been utilising active implementation throughout 2018/19 to support the strengthening of our out of hour's provision across the city, with an investment of £600k in 2019/20 to provide this support. Our IFSS is currently working with third sector partners to co-produce a model of support with Third Sector Providers, testing this within a neighbourhood of the city in 2019/20, the learning from this model will inform the Intensive Commissioning Framework for family support citywide.

7. National Legislation, Policy and Drivers

To deliver our Family Support Strategy, we must be mindful of the influence of both the National and Local context in relation to legislation, policy and drivers.

The Children & Young People (Scotland) Act 2014⁷, stipulates the requirement of an early intervention and prevention model⁸, thus justifying the need for a citywide approach to aligning, funding and commissioning family support services in order to deliver this against this duty.

The Community Empowerment (Scotland) Act 2015⁹ provides a vehicle via our Community Planning Partnerships to work with our neighbourhoods to plan and deliver better services. This will be crucial in the delivery of all priorities and particular in relation to Priority 4 establishing a neighbourhood approach to family support¹⁰

The Carers (Scotland) Act 2016¹¹ focuses on Carer's health and wellbeing and how we can make caring more sustainable. The average age of a young carer is 12, with 1 in 3 young carers spending between 11-20 hours caring each week. 1 in 10 young carers care for someone with a drug and alcohol problem and are less likely to see themselves in higher or further education. It is important therefore that this strategy aligns to our draft Young Carers Strategy which looks to work with young carers and their families to build families strengths and improve the wellbeing and development of the children and young people¹². Delivering a consistent services across Glasgow to support families through assessment, care planning, interventions (both individual and family work) and reviewing the outcomes for families.

Getting it Right for Every Child¹³ and its eight wellbeing indicators of Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included are the framework to which all our Children's Services Partners work towards. Our Family Support Strategy will be central to the delivery of GIRFEC in Glasgow, putting our families at the centre of what we do and delivering effective, timeously, flexible and holistic support to them.

GIRFEC will be the mechanism through which the following National Policies will be achieved [Early Years Framework \(2008\)](#)¹⁴ [Children and Young People's Improvement Collaborative \(2012\)](#)¹⁵ and [National Parenting Strategy \(2012\)](#)¹⁶.

[The Nuffield Study \(2014\) "Inequalities in child welfare intervention rates: deprivation and identity"](#)¹⁷ highlighted Glasgow's care experienced children and young people population as having a significantly

⁷ The Children & Young People(Scotland) Act 2014

⁸ Glasgow City Integrated Joint Board's Strategic Plan for Health & Social Care 2019-2022

⁹ The Community Empowerment (Scotland) Act 2015

¹⁰ [Scottish Government Summary on Empowerment Act](#)

¹¹ The Carer's (Scotland) Act 2016

¹² [Glasgow's Draft Young Carers Strategy](#)

¹³ [Getting it Right for Every Child](#)

¹⁴ The Early Years Framework (2008); Scottish Government

¹⁵ Children & Young People Improvement Collaborative (2012); Scottish Government.

¹⁶ National Parenting Strategy (2012); Scottish Government.

¹⁷ Inequalities in Child Welfare intervention rates, deprivation and identity (2014); Nuffield Study.

higher rate than other comparable cities. The study also reinforced the relationship between poverty, inequalities and children and young people population having a care experience. Therefore it is vital that Glasgow focuses on addressing poverty and inequalities when delivering family support.

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

The Equalities Act (2010) specifies nine protected characteristics which should be taken into consideration to ensure equality to all, these include: age, race, sexual orientation, gender identity, marriage and civil partnership, pregnancy and maternity, religion and belief, sexual orientation and socio-economic status and social class¹⁸.

The Human Rights Act (1998) Scotland protects the civil and political rights of citizens, these come from the European Convention of Human Rights and include employment, housing, health, education and adequate standards of living¹⁹

The United Nations Convention on the Rights of the Child (UNCRC) is a legally-binding international agreement setting out the civil, political, economic, social and cultural **rights** of every **child**, regardless of their race, religion or abilities²⁰

8. Local Policy and Governance

Our [Glasgow City Children & Young People's Integrated Service Plan \(2017-2020\)](#)²¹ sets out our vision for children and young people in Glasgow:

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

To allow our children and young people to achieve their full potential and contribute positively to their communities, we use the approach of [Getting It Right for Every Child \(GIRFEC\)](#)²² and its eight wellbeing indicators. We place children and young people at the centre of what we do and are dedicated to working in partnership with them, this strategy will be the vehicle through which to deliver GIRFEC.

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

¹⁸ The Equalities Act (2010)

¹⁹ The Human Rights Act (1998) Scotland; Scottish Government

²⁰ Save the Children. Org

²¹ Glasgow City Integrated Children & Young People Service Plan 2017-2020.

²² Getting it Right for Every Child Policy (2006) Scottish Government.

- [Glasgow City Integrated Children & Young People Service Plan 2017-2020.](#) ²³
- Health and Social Care (HSCP) Transformational Change Agenda
- [Glasgow's Local Child Poverty Action Plan Report.](#) ²⁴
- [Community Planning Partnerships.](#) ²⁵
- [One Glasgow Approach.](#) ²⁶
- [Glasgow's Community Learning & Development Plan.](#) ²⁷
- [Early Years and Child Care Strategy the Glasgow Offer.](#) ²⁸
- [Draft Carer Strategy \(2018\)](#) ²⁹
- [Draft Young Carers Strategy \(2018\)](#) ³⁰

The monitoring and evaluation of the family support strategy will sit with the Family Support Planning Group. This Group will report directly into the GIRFEC Lead Officers' Group on progress on the four key priorities' of the family support strategy and their implementation.

9. Strategy Development

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

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

Phase 1: Mapping of Current Service Provision

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

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

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

²³ Glasgow City Integrated Children & Young People Service Plan 2017-2020.

²⁴ Glasgow's Local Child Poverty Action Plan Report.

²⁵ Community Planning Partnership Website.

²⁶ One Glasgow Website.

²⁷ Glasgow's Community Learning & Development Plan.

²⁸ Early Years & Childcare Strategy: The Glasgow Offer.

²⁹ Draft Carer Strategy 2018

³⁰ Draft Young Carers Strategy 2018

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was a wide representation of support however there was a need to further explore with families and professionals to identify gaps, barriers and strengths of current provision.

Table: Family Support Services per Area.

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

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

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

- 1. Neglect**
- 2. Gender Based Violence**
- 3. Poverty**
- 4. Mental Health**
- 5. Children affected by disabilities and/or with additional support needs**
- 6. Asylum Seeking Population.**

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

Neglect (Intended and unintended)

35% of children listed on Glasgow's Child Protection Register are attributed to neglect³¹. It is therefore crucial that we support parents in developing an understanding of what healthy child development, parenting and care looks like.

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

Gender Based Violence

33% of Child Protection Registration in Glasgow are due to gender based violence³² throughout the focus groups it was felt that there was a shortage of services that supported the children and young

³¹ Carefirst Child Protection Figures March 2019.

³² Carefirst Child Protection Figures March 2019.

people who experienced gender based violence within their homes due to waiting times and funding of services.

Improving accessing to family support services who focus on gender based violence and the support they can provide to the family, children and young people.

10. Poverty

High levels of deprivation and welfare reform have significantly increased the levels of child poverty in Glasgow, with some areas having 47% of their children living in poverty³³, and with some wards experiencing nearly 60% of children living in relative poverty. The Local Child Poverty Report (LCAPR) was compiled as a response from Glasgow to the Child Poverty (Scotland) Act 2017. The LCAPR details the work undertaken by partners in order to mitigate child poverty within Glasgow. There are six areas the LCAPR focuses on in relation to poverty:

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

These six areas align to what was emerging from within the focus groups for the development of the family support strategy. These groups are particularly prevalent in Glasgow with 40% of households being lone parents and 23% of Households reporting a longer term health condition or disability. It is anticipated that by 2021 **50,000 children** Glasgow will live in Poverty³⁴.

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

11. Mental Health

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

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

Perinatal Mental Health involves support around the mental health of expectant mothers throughout their pregnancy and effective within the first year was also identified as an area where services could

³³ [The Glasgow Indicator Project](#)

³⁴ Glasgow Child Poverty Action Plan Report.

provide support. This aligns to work undertaken by the Scottish Government in relation perinatal mental health³⁵.

Parental Mental Health related to how we can best support parents suffering from mental health conditions in order to mitigate the impact of their mental health on their children. It is vital we align the family support strategy to the work of [National Mental Health Strategy](#).³⁶

Child & Adolescent Mental Health is focused on to those children and adolescents that are not able to receive a service from Child and Adolescent Mental Health Service (CAMHS), but would benefit from some form of mental health support. An accessible and flexible service for children and young people unable to access CAMHS who are experiencing mental ill health was viewed as a priority.

12. Children affected by disabilities and/or with additional support needs.

6% of children aged 0-15 years old were identified as having a disability in Glasgow based on the 2011 census³⁷. A lack of support for children, young people and families affected by disability was identified as a key service gap. A service model that delivers respite to families and wrap around support to families was viewed as critical. Staff who are trained and knowledgeable in health conditions, disabilities and additional support needs are critical to meeting this demand.

13. Asylum Seeking Population.

Glasgow currently has a significant and growing asylum seeking population. Some children, young people and their families will have experienced trauma. In addition poverty will present a significant challenge where there is no recourse to public funds and access to employment opportunities was limited. Further work is required in relation to fully exploring the needs and experiences of asylum seeking children, young people and families. A holistic approach to identifying need which is child/family centred would maximise outcomes for children, young people and their families.

Families whereby English is not their first language should be supported to access services within their local areas. Interpretation services should be made available to help support these families to access services to support them, materials for family support services should be made available in a variety of formats and languages. Families should also be supported to attend ESOL classes to help support their learning of English.

Challenges

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

³⁵ [Perinatal Mental Health: Needs Assessment & Recommendations \(2019\) Scottish Government](#).

³⁶ The National Mental Health Strategy; Glasgow Health & Social Care Partnership.

³⁷ [Understanding Glasgow Indicators Project](#)

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Out of Hours Provision is not sufficiently.	Referral Criteria - Third sector organisation's funding arrangements can shape referral criteria, which can often limit access to family support services for those families who need a service but do not meet the criteria.
Funding arrangements for family support services have led to concerns surrounding sustainability and long term service provision across the city.	Service Model & Capacity -Mapping identified a wide coverage of services, however further discussion highlighted that only certain services are being used, for example services that provided practical support i.e. routines, cooking, bonding over structured evidenced based models were thought to be in higher demand. This has led to service capacity issues in relation to the practical relationship based models.

Strengths

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

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

Phase 3: Engagement & Consultation

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

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"Family Support should be a bridge between a family friend and a formal professional like social work...." (Parent, Daisy Chain Early Years Project, ESL)

"Should be positive and never give up, should provide reassurance and help families to feel safe.... Should help plan for the future...." (Parent, Quarrier's Parent Focus Group)

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

"Build relationships with families, empower and enable them" (Service Manager, HSCP)

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

14. Family Support Principles

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

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

Phase 3: Engagement & Consultation continued.

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

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

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

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

15. Online Consultation

An online consultation was used to capture public, third sector and other professionals (who deliver, refer onto or have an interest in family support) about the draft Family Support Strategy. An extract of the consultation questions can be found in appendixes. The online consultation was circulated to a wide variety of stakeholders, see stakeholder table in appendixes. (Appendix XX)

The online consultation was open for a four week period from 29th May 2019 to 28th June 2019. A total of 36 completed responses were captured from a wide variety of organisations including Geeza Break, Glasgow Association of Mental Health (GAMH), and staff within the Health and Social Care Partnership and Education services. Please see appendixes for a table of results.

The general consensus was agreement on the purpose, vision, strengths, areas of need and priorities. The common themes that emerged from the online consultation included the emphasis to focus on families' needs as a holistic approach, a positive view of co-production with the third sector and a clear focus on how to improve lives for children and families. Alignment of funding, activities and strategies were also felt to be important. Adverse Childhood Experiences and Addictions were both highlighted as areas of need within the city that the strategy should make reference too³⁸.

³⁸ HSCP Online Consultation: Draft Family Support Strategy June 2019

16. Written Consultation

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

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

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

17. Families Consultation

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

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

Five key questions were asked of respondents in relation to the family support strategy.

1. Do you think the goals for family support set out in the leaflet are the right ones? (Involving parents, citywide support, neighbourhood approach etc.).
2. Do you think we've got it right about what a family support worker should do and how they should behave?
3. Do you think we are working towards the right results for families?
4. Do you understand our plan to improve family support in Glasgow? What information or help would make it easier to understand?
5. Do you have any other suggestions about family support?

Overall there was a positive response to the goals of the family support strategy, with key themes such as accessibility and awareness of services, funding of services and how the HSCP plans to implement the family support strategy raised. Agreement from families on what a family support worker looks like highlighted an emphasis on building strong, trusting relationships between families and workers. There was a positive view from families that we are working towards the right goals. The right support at the right time was viewed as the right direction, key themes included accessibility and awareness of services, funding, support for asylum seekers and lone parent families. A good understanding of the plan and how we aim to improve family support services and provision. Information that would help make plan easier to understand included accessibility and format of strategy³⁹

³⁹ Families Consultation: Draft Family Support Strategy July 2019.

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References

➤ Glasgow Integrated Children & Young People Service Plan 2017-2020
➤ Glasgow City Integration Joint Board Strategic Plan for Health & Social Care 2019-2022
➤ Glasgow's Learning & Development Plan 2018-2021
➤ Early Learning & Childcare The Glasgow Offer
➤ CWH Standards, Implementation Plan NHS GG&C July 2019
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➤ The Community Empowerment (Scotland) Act 2015
➤ Scottish Government (2015) Summary of The Community Empowerment (Scotland) Act 2015
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➤ The Equalities Act (2010) Scottish Government
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➤ Save the Children website
➤ Draft Carer's Strategy 2018
➤ Glasgow's Local Child Poverty Action Plan Report (2019)
➤ Community Planning Partnership website (2019); https://www.glasgowcpp.org.uk/
➤ One Glasgow website (2019); https://www.glasgowcpp.org.uk/oneglasgow
➤ Carefirst Child Protection Figures (March 2019)
➤ The Glasgow Indicator Project (2019) https://www.understandingglasgow.com/
➤ Perinatal Mental Health: Needs Assessment & Recommendations (2019) Scottish Government.
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