



**Item No: 7**

**Meeting Date: Wednesday 29<sup>th</sup> January 2025**

## **Glasgow City Integration Joint Board**

**Report By: Karen Dyball, Assistant Chief Officer, Children's Services**

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**Phone: 0141 276 5671**

### **Children's Services Whole Family Wellbeing Funding Plan**

**Purpose of Report:**

This report provides an outline of the plan for the Whole Family Wellbeing Fund (WFWF) monies, which was allocated to address system 'as is' pressures by the Council's City Administration Committee on [20<sup>th</sup> June 2024](#), with the proposed plan outlined in Appendix 1 recommended for approval by the Children's Services Executive Group on 25 November 2024. The report also includes the plan for shared methodological support across the Children's Services transformation programme and the Child Poverty Pathfinder, focusing on the development of evidence-informed approaches to achieve complex systems change, in line with the aim of WFWF, which is to support a shift from crisis responses to earlier intervention.

**Background/Engagement:**

The Council has aligned Whole Family Wellbeing Funding, Child Poverty Pathfinder and No One Left Behind monies into a combined Whole Family Early Intervention Fund with the aim of developing holistic, seamless support for families, recognising the range of needs, and the impact of poverty. This has involved discussions with Scottish Government, HSCP and Council stakeholders, and third sector partners to develop funding and policy alignment to achieve better outcomes for families. The refresh of the Family Support Strategy has also involved consultation with families to identify their support priorities.

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<b>Governance Route:</b>	<p>The matters contained within this paper have been previously considered by the following group(s) as part of its development.</p> <p>HSCP Senior Management Team <input type="checkbox"/></p> <p>Council Corporate Management Team <input type="checkbox"/></p> <p>Health Board Corporate Management Team <input type="checkbox"/></p> <p>Council Committee <input type="checkbox"/></p> <p>Update requested by IJB <input type="checkbox"/></p> <p>Other <input checked="" type="checkbox"/></p> <p>Children's Services Executive Group</p> <p>Not Applicable <input type="checkbox"/></p>
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<b>Recommendations:</b>	<p>The Integration Joint Board is asked to:</p> <ul style="list-style-type: none"><li>a) Note that this proposal fits with the broad principles of the WFWF and the strategic direction for Children's Services;</li><li>b) Approve the plan for the funding of £3,000,000 over three years;</li><li>c) Approve plan for the funding for evidence-informed transformational change support of up to £600,000 over 4 years; and</li><li>d) Request a future report to monitor the outcomes associated with the funding.</li></ul>
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**Relevance to Integration Joint Board Strategic Plan:**

**Whole Family Early Intervention Fund**

The IJB Strategic Plan (2023 – 26) sets out the vision to “to support people to flourish and live healthier, more fulfilled lives, by having access to the right support, in the right place and at the right time” (p.29), and this proposal will support this ambition within Children's Services. This aligns to all of the priorities of the Integrated Children's Services Plan, particularly that “[c]hildren and young people are well supported in their families and communities.”

**Implications for Health and Social Care Partnership:**

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	<p>This funding will contribute to some of the key National Health and Wellbeing Outcomes, for example, improving quality of life (Outcome 4); enhancing and supporting the role of carers (Outcome 6); reducing health and social inequalities through learning what works, and building on the feedback from lived experience (Outcome 5); and making best use of resources (Outcome 9). Such outcomes are aligned to the HSCP's transformational agenda and the desire to shift the balance of care, and secure better outcomes for all children, young people and families living in the City.</p>
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<b>Personnel:</b>	Some staff will be directly impacted through the additional resource, as they may be asked to work differently to continue to support the development of tests of change to explore approaches which are effective in meeting children, young people's and families' needs.
<b>Carers:</b>	Carers will benefit from increased support and more seamless pathways into support, particularly in relation to neurodiversity. Carers will also benefit from additional resource to review families' circumstances and to plan returns home, where safe to do so.
<b>Provider Organisations:</b>	Provider organisations will potentially be impacted through the expansion of the Glasgow Intensive Family Support Service (GIFSS), with routes to achieving the expansion currently being explored.
<b>Equalities:</b>	The range of supports being provided through this funding were considered as part of an <a href="#">EQIA</a> that was undertaken to review the impact of the transformation programme 2022 - 25 in order to ensure services meet the diverse needs of children and young people, and also the specific needs of LGBTQIA+ children, children with disabilities, children with Additional Support Needs and those with a range of neurodevelopmental needs.
<b>Fairer Scotland Compliance:</b>	Research by Bywaters and colleagues in 2015 identified that a disproportionate number of children from deprived backgrounds were being accommodated in Glasgow City and therefore the focus of the transformation programme has been to enhance support to keep families together. This aim – which aligns with the recommendations of the Promise – has involved recognising the impact of poverty and increasing resources to support families at home, therefore preventing accommodation of children, where safe to do so, and reducing inequalities of outcomes for children based on socio-economic background.
<b>Financial:</b>	This proposal outlines the plan for £3m SG WFWF funding over three years (2024/25 – 2026/27), and for £600,000 over four years for academic and transformational support to achieve complex systems change, funded through the combined Whole Family Early Intervention Fund managed by the Council. Both funding offers have been confirmed in writing.
<b>Legal:</b>	No legal implications.

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<b>Economic Impact:</b>	There will be positive economic impacts at a local neighbourhood level as services are expanded to meet children, young people and families' needs, and to prevent escalation to more targeted services.
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<b>Sustainability:</b>	This work fully aligns with the children's transformational change programme, the principles of Getting It Right for Every Child (GIRFEC) and the Christie Commission report, which emphasise the need to improve preventative and early intervention support for children and young people to achieve best outcomes and reduce inequalities. A more effective preventative approach may also divert demand from more targeted supports, and Adult Services generally.
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<b>Sustainable Procurement and Article 19:</b>	The procurement process will meet all legislative requirements, and article 19 of the EU Directive on Public Procurement.
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<b>Risk Implications:</b>	Failure to approve and implement this plan risks not meeting the range of current, and emerging, needs of children, young people and their families, particularly in relation to neurodiversity, as well as the overall strategic aims within Children's Services of supporting families to stay together, applying the best available evidence in relation to embedding effective approaches.
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<b>Implications for Glasgow City Council:</b>	This funding has the potential to enhance existing support for children, young people and families which will meet their needs earlier and prevent escalation into more targeted supports. This funding will also support the implementation of the Family Support Strategy and the Children's Services Plan priorities.
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<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	The funding aims to develop a whole system approach (aligned to Getting It Right For Every Child) to meeting families' needs, with a focus on shifting the balance of care. The alignment across GGC and GCC Children's Services highlights the potential for improved integration and partnership working and the increased likelihood of meeting children and young people's needs at a neighbourhood and community level. This should enable additional support to be directed at those most in need.
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<b>Direction Required to Council, Health Board or Both</b>	
<b>Direction to:</b>	
1. No Direction Required	<input type="checkbox"/>
2. Glasgow City Council	<input type="checkbox"/>
3. NHS Greater Glasgow & Clyde	<input type="checkbox"/>
4. Glasgow City Council and NHS Greater Glasgow & Clyde	<input checked="" type="checkbox"/>

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### 1. Purpose

- 1.1 This report provides an outline of the plan for the Whole Family Wellbeing Fund (WFWF) monies, which was allocated to addressing current demands in the 'as is' system by the Council's City Administration Committee on 20 June 2024. The plan – outlined in Appendix 1 – was subsequently recommended for approval by the Children's Services Executive Group on 25 November 2024. The report also includes the plan for shared methodological support across the Children's Services transformation programme and the Child Poverty Pathfinder, focusing on the development of evidence-informed approaches to achieve complex systems change, in line with the aim of WFWF, which is to support a shift from crisis responses to earlier intervention.

### 2. Background

- 2.1 The Council's City Administration Committee (CAC) approved an allocation of £3m over 3 years to address current demands on the 'as is' system, and to support alignment and build capacity for new ways of working to progress the transformation programme. The WFWF funding has been allocated by Scottish Government to all local authorities to support a shift in the system to redirect resources away from crisis intervention to enhance earlier intervention approaches and is part of the Council's combined Whole Family Early Intervention Fund.

- 2.2 The aim to shift the system towards earlier intervention and prevention approaches mirrors the ambition of GIRFEC and addresses the challenge for public services presented by the Christie Commission:

*"The greatest challenge facing public services is to combat the negative outcomes for individuals and communities arising from deep-rooted inequalities... Part of the problem has been a failure to prioritise preventative measures; a weakness which helps trap individuals and communities in a cycle of deprivation and low aspiration."*  
[Commission on the Future Delivery of Public Services \(June 2011\)](#), page 6

- 2.3 The fund is also supporting the implementation of the Promise and the need to address combined feedback from children, young people and families, with a focus on building systems of support which help families to stay together:

**"Where children are safe in their families and feel loved they must stay** – and families must be given support together, to nurture that love and overcome the difficulties which get in the way... Universal services (such as schools and mental health services) must recognise the role they play as adjacent parts of the wider scaffolding of care"  
[Independent Care Review: The Promise \(Feb 2020\)](#), page 46 (emphasis added)

- 2.4 The plan for the fund has been developed to increase capacity to support children and young people to stay at home with their families, in line with the strategic direction of Children's Services, with a key focus on meeting families' neurodiverse needs and tackling structural inequalities.

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### 3. Strategic Direction

3.1 The transformation programme in Glasgow City is continuing to focus on supporting families to stay together in their homes and communities, therefore reducing the number of children and young people in alternative care placements. This is being achieved through working alongside families to develop a shared understanding of their needs, with a particular focus on building our understanding of neurodiversity. Continuing to build the infrastructure within Glasgow to support families to stay together, and prioritising planning and support to reunite families, has created opportunities for financial savings, some of which have been invested in family support to continue to drive the evolution of the programme.

3.2. The transformation programme is entering its third phase, having initially aimed to reduce the number of out-of-authority placements and implement nurture within children's houses in the initial phases:

**Phase 1:** Reduction in out-of-authority placements to keep families together through developing an infrastructure to meet the needs of families with children and young people returning to live in the city

**Phase 2:** Developing a culture of care through nurture in children's houses, and intensive family support for children and young people at risk of accommodation.

**Phase 3:** Enhancing understanding of families' neurodiverse needs to ensure a consistently high-quality response, ensuring that families have the best chance to stay together. There will also be a focus on growing our culture of care across all levels of our system ("holding the hands of those who hold the hands", as described by the Promise), by building families' confidence and resilience through addressing poverty and inequality through keeping families together, developing flexible 'stepdown' and employability opportunities, aligning to the aspirations of the Poverty Pathfinder.

### 4. External Complex Change Support and Facilitation

4.1 The transformational programme has been supported by [CELCIS](#), who were awarded a contract in 2022/3 up to 2024/5, to provide external support and facilitation based on the evidence in relation to effective approaches for achieving complex systems change. Funding for further transformational change support is being proposed (£150,000 per year for up to 4 years, a total of £600,000), drawn from the combined Whole Family Early Intervention Fund, with support provided across the HSCP's transformational change programme and the Poverty Pathfinder/ Public Services Reform work.

4.2 Commissioning will progress this work in line with Council Standing Orders and in conjunction with legal services.

4.3 The work will:

- Continue to test new system approaches to supporting families through the development and implementation of a defined model of practice, including investment in the leadership skills required to deliver change in complex systems

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- Build on previous transformative and effective approaches in line with the National Principles of Holistic Whole Family Support
- Invest in change capacity to ensure that as a city we can maximise the use of resources already available to us
- Target support where it is needed most, including those children, young people and families who have identified mental health, addiction, homelessness, domestic abuse, neurodiversity or disability as a key challenge
- Support policy alignment and demonstrate the value of funding and policy flexibility to deliver across a number of service areas

4.4 The aim, across the system, remains focused on shifting efforts from responding to failure demand to delivering strengths-based, trauma informed and relationship-based support to children, young people and families, as this will give us the best opportunity to ensure we continue to improve, and achieve best outcomes for children, young people and families.

### 5. Funding Plan

5.1 The Children's Services Executive Group, chaired by the Assistant Chief Officer for Children's Services and Executive Director of Education, recommended approval of the funding plan included in Appendix 1 on 25 November 2024.

5.2 The £3,000,000 award over three years includes:

24/25 (part year): £470,854  
25/26 (full year): £1,264,573  
26/27 (full year): £1,264,573

5.3 Full rationales for each area of funding are included in Appendix 1. The aim of this funding is to grow our capacity to continue to support families at home, investing in the capacity required to support families to stay together through increasing our shared understanding of neurodiversity and expanding reviewing capacity to support a safe return home for children and young people to their families. The funding will also be used to provide appropriate 'stepdown' opportunities for families through flexible employability opportunities, and peer mentoring support, in order to address structural inequalities and build families' resilience. The long-term aim is to reduce future demand on services.

5.4 This investment in capacity in Children's Services to support families to stay together is consistent with the principles of the Whole Family Early Intervention Fund by:

- Supporting whole system transformational change to reduce the need for crisis intervention
- Shifting investment towards prevention and early intervention

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### 6. Recommendations

6.1 The Integration Joint Board is asked to:

- a) Note that this proposal fits with the broad principles of the WFWF and the strategic direction for Children's Services;
- b) Approve the plan for the funding of £3,000,000 over three years;
- c) Approve the plan for the funding for evidence-informed transformational change support of up to £600,000 over 4 years; and
- d) Request a future report to monitor the outcomes associated with the funding.

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**Direction from the Glasgow City Integration Joint Board**

1	<b>Reference number</b>	290125-7
2	<b>Report Title</b>	Children's Services Whole Family Wellbeing Funding Plan
3	<b>Date direction issued by Integration Joint Board</b>	29 January 2025
4	<b>Date from which direction takes effect</b>	29 January 2025
5	<b>Direction to:</b>	Glasgow City Council and NHS Greater Glasgow and Clyde jointly
6	<b>Does this direction supersede, revise or revoke a previous direction – if yes, include the reference number(s)</b>	No
7	<b>Functions covered by direction</b>	Children's Services
8	<b>Full text of direction</b>	The IJB directs the Council and Health Board to utilise the WFWF funding to continue to develop, improve and expand services for children and young people according to the plans for funding outlined in this paper, with a review of the outcomes achieved.
9	<b>Budget allocated by Integration Joint Board to carry out direction</b>	The total funding available for the development and expansion of supports for 2024/25 – 2026/27 is £3,000,000, and up to £600,000 for transformational change methodological support for up to 4 years from 2025/26.
10	<b>Performance monitoring arrangements</b>	In line with current approaches to performance monitoring, and annual reporting for the Children's Services Plan.
11	<b>Date direction will be reviewed</b>	January 2026

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Appendix 1

Focus Area	Rationale	Function	Part Year Cost – Dec 2024 – Mar 25	Full Year Cost – 2025/26 and 2026/27	Future impact	Measuring impact
<b>Address poverty and inequalities by effectively responding to families’ needs to increase long-term resilience by reviewing children and young people with a view to supporting a safe return home, and by more effectively responding to neurodiversity to help families to stay together.</b>						
Increased understanding of families’ neurodiversity to support a consistently high quality response, preventing accommodation of children and young people and helping families to stay together	Speech and Language Therapist input to enhance practitioners’ and parents/ carers’ understanding of children’s neurodiversity needs and to promote a more consistent approach in responding to children and young people’s needs, increasing practitioners’, parents’ and carers’ competence and confidence	Develop approach currently used in GIFSS and children’s houses to support in depth understanding of young people’s neurodiverse needs, and to build rationales for practitioners and parents to respond consistently to improve stability for young person	1 FTE Band 7 S&L Therapist - <b>£25,364</b> (Banding TBC)	1 FTE Band 7 S&L Therapist - <b>£76,091</b> (Banding TBC)	Effective support for families due to consistent understanding of, and response to, neurodiverse needs Prevention of placement breakdown through shared understanding and approach to meeting children and young people’s needs Reduced reliance on external placements	Families’ feedback on quality of support received  No/ % of placement breakdowns  No/ % of out of authority and purchased placements
	Roll out Neurodiversity training to support consistent understanding and response to neurodiversity, and to build parents’ confidence and ability to meet their child’s needs	Scale up test of change to support more consistent understanding of children’s needs and build system capacity to respond, with potential to develop	Funding is in place to 31/03/25	0.4 FTE Band 7 Health Visitor - <b>£30,436</b> 0.4 FTE Band 4 Community Nursery Nurse - <b>£16,764</b>	Ability to meet children’s needs within provided children’s services, and prevent placement breakdown/ escalation of needs	Families’ feedback on quality of support received  No/ % of placement breakdowns

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		the programme to support foster and kinship carers to enhance understanding of children's needs to improve support and to prevent placement breakdown			with reduced demand on SCS, CAMHS and more targeted services, which have significant waiting lists, therefore delaying support for families	No/ % of referrals to CAMHS
Expansion of Family Support Services, with a focus on understanding and responding effectively to neurodiversity	Effective intensive family support available for families with a range of needs, including neurodiversity, to prevent breakdown and plan safe returns home	Enhance support for families to prepare for children and young people returning home, and provide intensive support to placements at risk of breaking down	1FTE Grade 7 Social Worker - <b>£20,011</b> 1FTE Grade 8 Team Leader - <b>£24,241</b> Third sector provision - <b>£106,667</b> (10% contract extension)	1FTE Grade 7 Social Worker - <b>£60,032</b> 1FTE Grade 8 Team Leader - <b>£72,723</b> Third sector provision - <b>£320,000</b> (10% contract extension)	Increase number of provided foster placements available and reduce number external placements Increase scope for matching young people to appropriate placements	No/ % of out of authority and purchased placements  Placement availability/ matching
Expansion of IRO/ ASM capacity	Address poverty and inequality by reuniting families and shifting towards more resource on directly supporting families. Increase the capacity of IRO/ ASMs to support and review YP in placements away from their family, and to plan for safe returns home, to reunite families and to maximise the	Invest in 2 IROs to support review of children and young people, with planning for safe returns home	2FTE Grade 8 IRO/ ASM - <b>£48,482</b>  2FTE Grade 3 Business Administration Officers (to support minute taking) - <b>£21,084</b>	2FTE Grade 8 IRO/ ASM - <b>£145,446</b>  2FTE Grade 3 Business Administration Officers (to support minute taking) - <b>£63,252</b>	Reunification of families who are largely from SIMD ½ to address poverty and inequality Reduce spend on placements and increase spend on supporting families	No/ % of children and young people returning home with support from funded IRO posts

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	number of provided placements available					
Expansion of Kinship Support capacity	Increase support for kinship families to work towards children and young people returning home, and to prevent breakdown	Reviewing role to track children in kinship placements and support care planning, aligned with the citywide approach	1FTE Grade 8 Team Leader - <b>£24,241</b>	1FTE Grade 8 Team Leader - <b>£72,723</b>	Reduce number of children and young people living in long term kinship placements	No/ % of children and young people returning home with support from funded TL post
<b>Building our culture of care</b>						
Roll out Virtual Memory Box for accommodated children and young people	To preserve young people's memories and help young people to understand their journey	One off payment for 2 years of technology, which will be applied for accommodated children and young people	<b>£18,000</b>	<b>N/A – one off cost</b>	Maintain our culture of care	Number of young people benefitting Young people's feedback
<b>Addressing the impact of poverty</b>						
Increase Section 22	Direct payments for families experiencing destitution, with Social Workers, Health Visitors, Family Nurse Practitioners and School Nurses able to access this funding	Flexible response to immediate distress, building families' readiness to engage with practitioners to support meaningful change	<b>£113,728</b>	<b>£200,000</b>	Prevent escalation of need/ crisis intervention; build families' readiness to engage in other forms of support	Families' feedback through electronic survey
<b>Peer mentoring, training, coaching and development opportunities for families</b>						
Martha's Mammies	Funding of peer mentoring model to offer flexible peer mentoring employment opportunities for women who have been supported by Martha's Mammies, building women's confidence and	Availability of peer mentoring for women who have lost care of their children and would benefit from learning from women with	2 FTE Grade 6 Social Care Workers - <b>£33,187</b> 1 FTE Grade 4 Peer Mentor - <b>£11,608</b>	2 FTE Grade 6 Social Care Workers - <b>£99,560</b> 1 FTE Grade 4 Peer Mentor - <b>£34,823</b>	Roll out of peer mentoring model to other service areas, with flexible employment opportunities (linked to wider	No/ % of mothers supported  No/ % of mothers participating in flexible employment opportunities

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	longer-term resilience, given that the women supported are largely from SIMD 1 areas, or homeless	similar backgrounds who are modelling the impact of stabilising their lives, and engaging in employment			Whole Family Early Intervention Fund) for families 'stepping down' from HSCP services	
Team Leader for Participation and Employability (managed as part of IRO team) to develop the model for employing parents and carers with lived experience in flexible opportunities, building in peer mentoring	Development of trauma informed organisation through sharing of power with those with lived experience (NES, 2023), through connecting teams within the HSCP who are supporting people with lived experience as paid/ unpaid trusted advisors and further develop our strategy for participation	Strengthening voice and participation to influence the development of flexible approaches which meet families' needs, capitalising on opportunities within WFEIF workstreams	1 FTE Grade 8 Team Leader - <b>£24,241</b>	1 FTE Grade 8 Team Leader - <b>£72,723</b>	Strengthen participation to develop our trauma-informed approach and build families' confidence and resilience to secure positive long-term outcomes, and reduce future service demand	Increase voice and participation, including in service development and improvement, evidenced through case studies, Children's Services Plan Annual Report and HSCP Annual Performance Report)  No/ % of mothers participating in flexible employment opportunities and advisory roles
<b>Total: £470,854 (PY 24-25); £1,264,573 (FY 25/ 26 and 26/ 27)</b>						