

















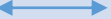
Children's Services Performance Update - Quarter 1 2023/24

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1. Key Performance Indicator Summary

KPI	Target	Actual	Period	RAG Status	Direction in Last 12 Months
Uptake of the Ready to Learn Assessments... 27 month assessment	95%	NE 80% NW 86% S 86%	June 23		
% of Health Plan Indicators allocated by Health Visitor by 24 weeks... Core, Additional or High	95%	NE 93% NW 93% S 96%	April 23		
Number of referrals being made to the Healthier, Wealthier Children Service... Money Advice Service (Health Improvement)	1533 for 22/23; 383 per quarter across City	3227 704	22/23 Q1		
Percentage of looked after and accommodated children aged under 5 (who have been looked after for 6 months or more) who have had a permanency review (Adoption & Long Term Fostering)	90%	City 54%	Q1		

1. Key Performance Indicator Summary

KPI	Target	Actual	Period	RAG Status	Direction in Last 12 Months
Percentage of looked after children who are offered and receive an Initial Comprehensive Health Assessment (IHA) within 28 days of accepted referral...Health for All (Specialist children's Service)	100%	Under 5s - 100% Aged 5+ - 96%	Q1	 	  
Percentage of <u>New</u> SCRA (Scottish Children's Reporter Administration) reports submitted within specified due date	60%	61%	Q1		
Percentage of young people currently receiving an aftercare service who are known to be in employment, in education or training.	75%	City 78%	Q1		

1. Key Performance Indicator Summary

KPI	Target	Actual	Period	RAG Status	Direction in Last 12 Months
Number of out of authority placements	30 (Q1) 25 by end of 23/24	30	Q1	✓	↑
Mumps, Measles and Rubella Vaccinations (MMR): Percentage Uptake in Children aged 24 months	95%	City	92.27%	⚠	↓

1. Prevention, Early Intervention and Wellbeing
2. Supporting Greater Self-Determination and Informed Choice
3. Supporting People in their Communities
4. Strengthening Communities to reduce harm
5. A healthy, valued and supported workforce
6. Building a Sustainable Future

2. Performance Achievements & Areas for Improvement

Achievements

- Surpassed financial inclusion target by more than 100%
- Out of authority **formal care** placements continue to decrease; ambitious target for 23/24
- A shift beyond marginal gains re under 5's accommodated
- Aligning the Whole Family Wellbeing Fund (**WFWF**) & Child Poverty Pathfinder

Areas for Improvement

- Reduce number of 'unscheduled' assessments for the 27–30 to Ready to Learn assessments
- Staffing impacting on Permanence reviews; closer oversight required
- Slight decrease in MMR uptake (North West); national drive to increase uptake
- Aligning the HSCP Strategic Plan: Verity House, the Council Plan, the Community Plan, the Integrated Children's Services Plan, the Annual Children's Services Plan Report with WFWF Template
- A new Performance regime linked to recovery and sustainability

Supporting Delivery of Strategic Plan through Children's Services Transformational Change Programme – Phase 2

Phase 2: Achieving Earlier Intervention through Implementation of Getting it Right for Every Child (GIRFEC)...

Focusing on “reducing risk while maintaining existing relationships” (Bywaters, Featherstone and Child Welfare Inequalities Project, 2020) through full implementation of **GIRFEC** by:

1. Enhancing the capacity of universal services to identify whole family needs at an earlier stage

WFWF engagement suggested that GIRFEC has been well embedded to respond to families' needs at the threshold for Child Protection and higher levels of need, but this has not been achieved systematically for lower levels of need, at a scale that prevents escalation into targeted/ SW/ specialist services

2. Building Capacity to Support Families to Engage with Support Earlier

WFWF engagement highlighted the limited capacity to proactively support families' engagement in the full range of services available due to the lack of **key worker** support to promote engagement at lower levels of need

3. Developing a Practice Model for Family Support

To ensure high quality, consistent strengths-based and trauma informed practice for families, and prevent escalation of needs

Supporting Delivery of Strategic Plan through Emerging Practices: Operational Changes Aligned to HSCP Strategic Plan

Shifting Power and Control:

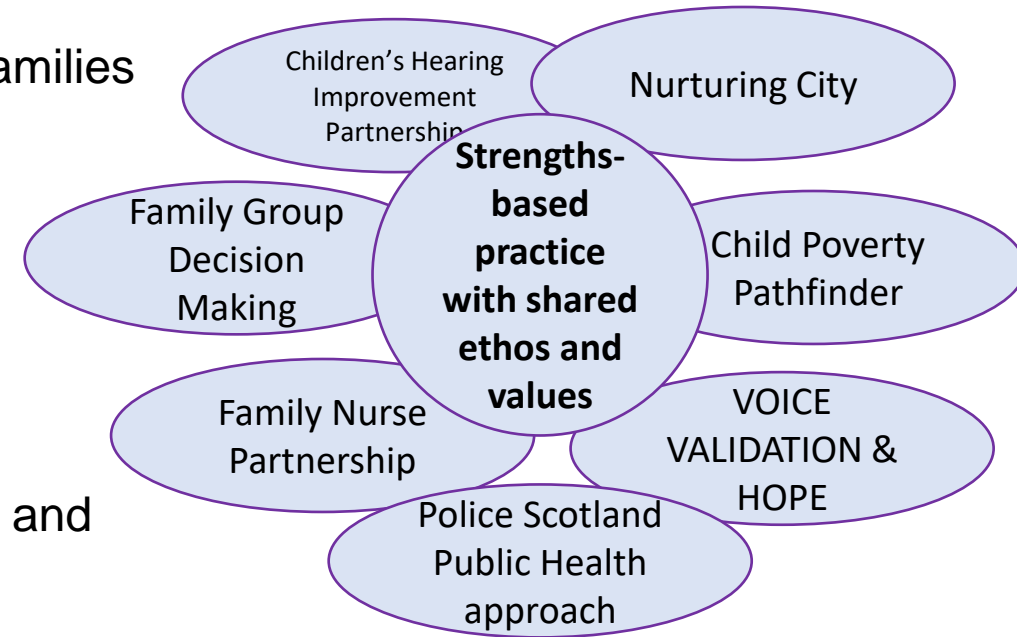
- Towards the preferences and priorities of children, young people, & families
- Towards acknowledging families as experts on their own lives

Re-orienting Systems and Services:

- Towards strengths-based and flexible family supports
- Towards communities and neighbourhoods
- Away from a risk-focused paradigm and towards identifying, building, and mobilising family assets
- Away from formal (and professional distance) towards informal (and nurturing with genuine respect)
- Towards long-lasting relationship building...# **Keep the Promise**

Capacity Building & Sustainability:

- Towards investing in staff so that they are trusted...Practice...Values...Culture...Behaviours
- Towards developing the skills and capacity of parents and families to care for their own children



3. *Integrating & Aligning the HSCP Strategic Priorities*

Integration of the Whole System...& Children's Services Executive Group (CSEG) & GIRFEC Lead Officer Meeting

- **Health** (Family Nurse Partnership/Specialist Children's Services, Section 22) & **Social Work**
- **Health** Improvement, Primary Care and General Practice (GP's)
- **Council** Community Planning, Child Poverty Pathfinder, Employability, Jobs Business Glasgow (JBG), Glasgow Life, Neighbourhood Regeneration Services(NRS)
- **Police Scotland** in Children's Houses & Public Health/Poverty
- **Education** (Mental Health Tier 1 and 2, Emotionally Based School Non-Attendance (EBSNA), School Counselling, Joint Support Teams (JST's)
- **Third Sector** Glasgow Intensive Family Support Service (GIFSS), Family Support Tender, the Promise/capacity, engagement with families
- **Scottish Government – WFWF & CP Pathfinder**

HSCP Partnership Priority 1: Prevention, early intervention and well-being

- ‘As is’ is neither... ***Ethical or sustainable.***
- Missing prevention escalates into acute and failure demand
- Verity House & Council’s ‘Grand Challenge’ re early help & family support
- Whole Family Wellbeing Fund and Child Poverty Pathfinder
- ‘Cash first’ and Prevention – morally indefensible; we cannot ‘unknow’
- 0 – 5 Health Visiting Pathway – early engagement, early help, prevention; UNICEF accreditation
- Investment in Family Support & Connection to Early Years Joint Support Teams (JST’s)
- The Cost of Care is becoming unsustainable and unaffordable
- Every aspect is complex...

HSCP Partnership Priority 1: Prevention, early intervention and wellbeing

Keeping the Promise - Tackling Poverty & Inequality

“there must be significant, ongoing and persistent commitment to ending poverty and mitigating its impacts for Scotland’s children, families and communities.” (Scottish Government, 2022, p.18)

Priority 1

- Learning through COVID 19 & reflecting on our Humanitarian approach
- A Strengths-based & Anti-Poverty approach – ‘What can we do to help?’
- Kinship Care now over **£11.1M** a year; a tangible Anti-Poverty Strategy
- Winter Social Pressure **£300 direct payments** & radical mitigation
- Child Poverty Pathfinder & the Whole Family **Wellbeing** Fund
- Tackling the Cost of Living Crisis through whole & single system
- Transforming roles – the Multi-Disciplinary Team & a Vision of **Integration**

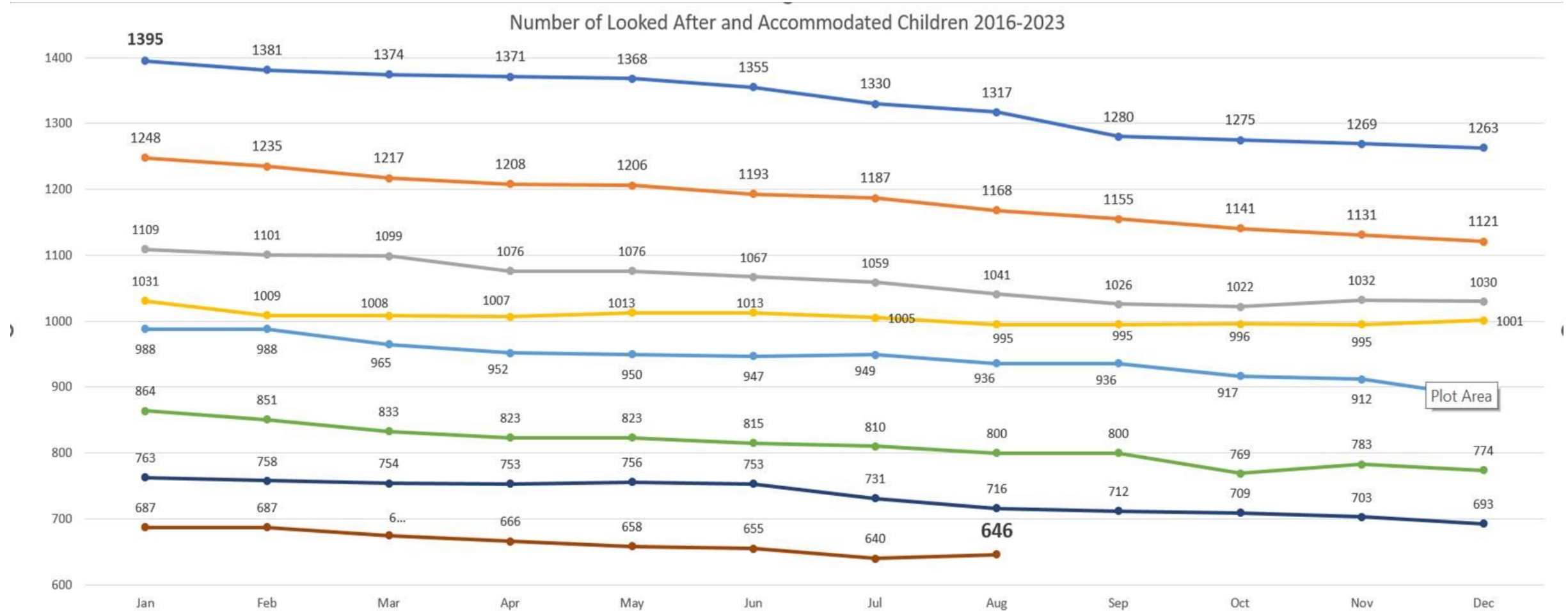
Partnership Priority 2: Supporting greater self-determination and informed choice through incorporating Voice

- Glasgow Intensive Family Support Service Development Day - families in attendance
- Foster Care Summit
- Integrated Children's Service Plan (ICSP) – Engagement with **300** young people
- Champions Board & Corporate Parenting Plan
- Participation Workers and Feedback; the 16+ Review
- Independent Reviewing Officers – My Meetings and the Nurturing Children's Houses
- Dramatic Reduction in Violent Incidents – evidence of the impact on outcomes

Partnership Priority 3: Supporting people in their communities

- Glasgow Intensive Family Support Service – STRENGTHS principles and Voice, Validation and Hope
- Supported **306** young people and their families since October 21 with 80% engagement rate
- **70%** of young people that exited in the 1st year were supported to stay at home with improved stability of home life
- Nearly two-fifths (39%) of young people subject to Protection procedures at the start of the service were deregistered on exit from the service
- Replicated Tier 3 Formulation & Residential Oversight
- Sustaining the success and year **8/9** of marginal gains...

Partnership Priority 3: Supporting people in their communities

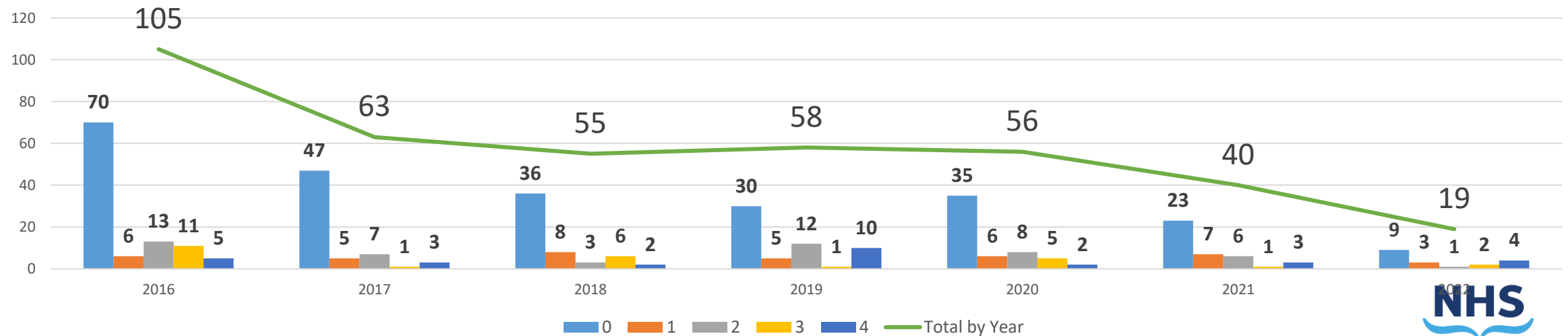


Partnership Priority 3: Supporting people in their communities

Year first taken into care and accommodated

Age at Accommodation	2016	2017	2018	2019	2020	2021	2022	Total by age
0	70	47	36	30	35	23	9	250
1	6	5	8	5	6	7	3	40
2	13	7	3	12	8	6	1	50
3	11	1	6	1	5	1	2	27
4	5	3	2	10	2	3	4	29
Total by Year	105	63	55	58	56	40	19	396

Year first taken into care and accommodated



Partnership Priority 4: Strengthening communities to reduce harm

- Scottish Child Interview Model (SIM) and strengthening of Initial Referral Discussions
- Planned expansion of FNP to support care experienced young people up to age 20

Mental Health Improvements

“ The stress of living in poverty can make family life harder – increasing anxiety and depression, damaging both mental and physical health”.

(Scottish Government, 2022, p.17)

- CAMHS - GP Sessions/ System Analysis/ MDT
- Increased Tier 1 & 2 supports & School Counselling
- EBSNA (Emotionally Based School Non-Attendance)
- Alignment of Third Sector provision – Early Help and GIRFEC
- Increasing consistency and developing the Quality of Practice

Partnership Priority 5: A healthy, valued and supported workforce

- Reinduction, recovery and resilience
- North-East, North West & South Wellbeing Seminar, with positive feedback from staff
- UNICEF accreditation and feedback (**92% & 98%**) re Kindness Culture
- Acuity & Capacity; responding to the instability
- Protected Learning Events (Both CP & Looked after children)
- Supervision & Team Meetings
- iMatter
- Inspection preparation

Partnership Priority 6: Building a sustainable future

- Whole Family Wellbeing Fund and Child Poverty Pathfinder – policy and funding alignment to support a radical system shift towards Early Intervention
- By 2030, 5% of health and social care budget redirected to Prevention and Early Intervention
- Reinvestment into Anti-Poverty (Section 22)
- Reinvestment into Children's Services
- Shift across all the Key Partners & Sustainability
- Carbon Impact...all the oncosts of 1 admission...

Partnership Priority 6: Building a sustainable future

“Again taking a positive counter perspective shows that investing in the lives and opportunities of care experienced children now can pave the way for better outcomes in generations to come” (Trebeck, cited by Scottish Government, 2022, p.12)

- Invest/Spend to Prevent; Cost Benefit Analysis
- **£6.9M** HSCP's Investment in Family Support & Prevention
- **£3.9M** Mental Health...£1.7M (+ **£1.1M** Direct Payments)
- **£6.46M** WFWF & (Care Experience Fund) @£1.8+ £4.66M)
- **£11.1M** re Kinship care...Anti-Poverty & Spend to Prevent
- **£1.7M** Direct Payments (+WFWF @ **£0.5M**)
- **£2.6M from the HSCP** to Support care and the Cost of Living

The Challenges that Persist....

- **1,583** Children & Young People experience breakdown...
- 90% of admissions are from Scottish Index Multi deprivation (SIMD) 1 & 2
- **146** (23%) have a Statutory Court Order & Permanent Home
- If accommodated...you have a **1/2** risk you will have **3** moves
- **320** (50%) more than 3 placements
- **71** (11%) more than 6 Placements...
- **388** (60%) are placed out with their City
- Enormous Pressure on Fostering and Provided Residential
- Adoption & Fostering Inspection...Permanency

Partnership Priority 6: Building a sustainable future

#Keep the Promise – Investing to Prevent to Improve Outcomes

- ✓ 1413 (2016) to **641** (Sept 2023) – 54% reduction
- ✓ **772** children, young people, Glaswegians are living with their families, in their schools, neighbourhoods & City
- ✓ From 789 placed out with City to **388** (51%) & **335** (52%) in GGCHB
- ✓ 965 (Mar 2020) to **646** (Sept 2023) – 33% reduction since Lockdown
- ✓ From 150 to **249 (82% increase)** Health Visitors/ School Nursing/ FNP
- ✓ Under 5's Admissions from 105 to **19 (82% reduction)**
- ✓ Only **81 (12%)** children in formal care aged under 5
- ✓ Admissions from 294 (2016) to **123** (decrease of 171 and a 58% Reduction)
- ✓ Admissions from 32/month to **4/month**
- ✓ Rate of Admissions 135/10,000 to **57/10,000**

4. Future Service Plans and Challenges

Challenges

- Financial context – Children, young people and families with no recourse to public funds; recruitment of foster carers
- Preparation for Inspection... Erosion of Early Intervention

Opportunities

- ✓ Transformational change and alignment with the Community Fund (@£7M) & Preventative Spend
- ✓ Preventative Spend & the total cost of care (SCBA)
- ✓ Practice development – strengths-based and trauma informed
- ✓ Addressing poverty as the ‘Common enemy’