



Item No: 12

Meeting Date: Wednesday 14th May 2025

Glasgow City Integration Joint Board

Report By: Karen Dyball, Assistant Chief Officer, Children & Families & North East Operations

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Glasgow's Family Support Strategy 2024-2030

Purpose of Report:

To provide the Integration Joint Board (IJB) with an overview of Glasgow's Family Support Strategy 2024-2030 (FSS).

Background/Engagement:

The Children's Services Partnership established the Family Support Planning Group (FSPG) to oversee the development of the FSS from 2018 onwards. The FSPG has developed the FSS 2024-2030 following a detailed review of the previous Strategy and a rigorous, collaborative engagement process involving all partners, professionals, children and families.

Governance Route:

The matters contained within this paper have been previously considered by the following group(s) as part of its development.

- HSCP Senior Management Team ☒
- Council Corporate Management Team ☐
- Health Board Corporate Management Team ☐
- Council Committee ☐
- Update requested by IJB ☐
- Other ☒
- The Family Support Planning Group
- Children's Services Core Leadership
- Children's Services Executive Group
- Not Applicable ☐

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Recommendations:	<p>The Integration Joint Board is asked to:</p> <ul style="list-style-type: none">a) Note the contents of this report;b) Approve the Family Support Strategy 2024-2030 (Appendix 1), noting the longer lifespan of the plan and the alignment to the Strategic Priorities; andc) Note the supplementary infographic that outlines contextual demographic and need data in Glasgow (Appendix 2).
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Relevance to Integration Joint Board Strategic Plan:

<p>The Family Support Strategy aligns to the vision outlined in GCHSCP IJB Strategic Plan. It sets out to align and deliver services in communities at the right time for families. In addition, the FSS delivers on the IJB priorities of:</p> <ul style="list-style-type: none">• Prevention, early intervention and harm reduction• Providing greater self-determination and choice• Supporting people in their communities• Strengthening communities to reduce harm• Building a sustainable future

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome(s):	Alignment with the following National Health and Wellbeing Outcomes 3, 4, 5, 6, 7, 8 and 9.
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Personnel:	N/A
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Carers:	FSS aligns with the Glasgow Carers Strategy.
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Provider Organisations:	<p>The Third Sector are instrumental in delivering a broad range of family support services funded through a variety of sources and including GCHSCP commissioning arrangements in place to support both Locality Based Family Support and Intensive Family Support Services.</p> <p>This longer-term strategic commitment aims to provide increased alignment, stability and sustainability for Third Sector partners delivering Family Support Services.</p> <p>The approach outlined within the FSS has been developed collaboratively across all partners and reflects the shared ambitions of all partners to deliver effective and efficient FS Services to improve outcomes for children and families.</p>
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Equalities:	<p>The Equalities Impact Assessment is available at the link below:</p> <p>https://glasgowcity.hscp.scot/publication/eqia-glasgow-family-support-strategy-2024-2030</p>
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Fairer Scotland Compliance:	The FSS complies with the Fairer Scotland duty.
Financial:	No direct financial implications.
Legal:	No direct legal implications.
Economic Impact:	The FSS will help create a positive economic impact by continuing to support families to stay together safely and thrive. It aims to shift the balance of care away from higher cost acute and statutory care to effective, sustainable early intervention and preventative approaches which also seek to ameliorate the impact of poverty and include connection with Employability Services.
Sustainability:	Stability creates the conditions that allow organisations to robustly deliver support to families. Longer term investment in family support infrastructure will help to provide sustainability for provider organisations, efficient use of resources and improved outcomes for children and families.
Sustainable Procurement and Article 19:	N/A
Risk Implications:	<p>The significant increase in the cost of care reflects the requirement to ensure collaboration and support are aligned to meet the needs of our most vulnerable children and families to stay together safely at home.</p> <p>The commitment to family support for subsequent years positively impacts on the family support infrastructure and improves outcomes for children and families. If not continued, this would likely result in increased pressure for statutory services as needs go unaddressed and costs escalate.</p>
Implications for Glasgow City Council:	<p>Continued investment in our approach to family support aims to achieve a shift in the balance of care towards community and assets-based approaches.</p> <p>The FSS aligns to the themes within GCC Strategic Plan (2022-2027) and in particular addresses 3 of the 4 Strategic Grand Challenges:</p> <ul style="list-style-type: none">• Reduce poverty and inequality in our communities.• Increase opportunity and prosperity for all our citizens.• Enable staff to deliver essential services in a sustainable, innovative, and efficient way for our communities.

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Implications for NHS Greater Glasgow & Clyde:	<p>The alignment of funding and delivery of family support services in line with the family support strategy priorities helps deliver NHSGG&C's Quality Strategy (2024-2029) against the key priorities for care and support that are:</p> <ul style="list-style-type: none">• Safe, Effective and Efficient• Person-centred• Co-produced and• Focused on Learning and Improving
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Direction Required to Council, Health Board or Both	
Direction to:	
1. No Direction Required	<input checked="" 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 type="checkbox"/>

1. Purpose

- 1.1 To provide the Integration Joint Board with an overview of Glasgow's Family Support Strategy 2024-2030 (FSS), attached at Appendix 1. This report details the inclusive and collaborative partnership approach to the development of the Strategy; the resulting five key priorities and; the underlying commitments for the Children's Services Partnership.
- 1.2 The Strategy aligns with and supports the implementation of the [Glasgow City Integrated Children and Young People's Services Plan 2023-26](#). In addition, the FSS will underpin and strengthen collaborative working across the Children's Services Partnership by strengthening community-based supports and prioritising early intervention and prevention, intensive and collaborative family support.

2. Background

- 2.1 The FSS represents a continued journey of improvement for the City of Glasgow. It is an approach that seeks to build on the assets within the city and enable families to capitalise on the opportunities within Glasgow. The Strategy embodies the Christie Commission's core goals, and the national policy aim of Getting It Right for Every Child (GIRFEC).
- 2.2 Families are the most vital part of our communities and the city's greatest asset. The updated FSS seeks to ensure an alignment and coherence around all family support to ensure that everything possible is done to support communities, neighbourhoods, families and their children. This partnership approach, if done effectively, will not only strengthen prevention and the securing of better outcomes and positive destinations, 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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- 2.3 The effective implementation and delivery of this Strategy will significantly contribute to the economic and social aspirations of the people of Glasgow.

3. Legislation and Policy

- 3.1 The [Children and Young People \(Scotland\) Act 2014](#) stipulates the requirement for an early intervention and prevention model, thus underpinning the need for a citywide approach for family support services in order to deliver against this duty.
- 3.2 The [Community Empowerment \(Scotland\) Act 2015](#) provides a driver through our community planning partnerships to work with our neighbourhoods to plan and deliver better services to our communities.
- 3.3 [Getting it right for every child \(GIRFEC\)](#) was revised in 2022 and the eight wellbeing indicators (Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included) are the benchmarks and outcomes which will be considered as part of the Evidence and Learning priority. They will feature within the proposed annual insight learning briefs as part of the ongoing implementation of the FSS.
- 3.4 Glasgow's FSS will be fundamental to the delivery of GIRFEC delivering for children in 2025 and beyond, putting our families at the centre of what we do and delivering effective, flexible and holistic support timeously for our children and families.
- 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 aim 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 [Glasgow's Integrated Children and Young People's Services Plan](#) details key priorities for the city in relation to integrated children's services. One such priority is Family and Community Support which is outlined in the updated FSS 2024-2030.
- 3.7 The FSS places rights-respecting as a key practice principle and supports the delivery of The [United Nations Convention on the Rights of the Child \(Incorporation\) \(Scotland\) Act 2024](#) to uphold children's rights.
- 3.8 The FSS aligns with [The Promise](#) emphasising our commitment to delivering effective, flexible and holistic support to children and families, ensuring their needs are met as early as possible.
- 3.9 The FSS is committed to offering early and comprehensive support to families, helping them remain together and reducing the need for statutory intervention. This aligns with the aims of The Promise to keep families together when it is safe to do so.

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4. Governance and Planning

- 4.1 The Family Support Planning Group (FSPG) has oversight of the development and implementation of the FSS across the city. The FSPG consists of representatives from across the Children's Services Partnership and includes the HSCP, Education Services, the Third Sector, Police Scotland, Glasgow Life and Neighbourhood and Regeneration Services.
- 4.2 Third Sector organisations who are members of the Children's Services Network contributed to the overall progression of the Strategy. They remain instrumental in the development of the Strategy and utilised their experience and relationships with families to provide valuable insights into priority areas of need, strengths and challenges of working together, and identifying outcomes that family support can deliver. The Third Sector have also been fundamental in supporting the consultation and engagement with children, young people, and families in evolving the Strategy and were key partners in the Family Support Writing Group.

5. Strategy Development

- 5.1 The development of the strategy can be categorised into three keys phases:
1. Review of progress against previous FSS 2020 - 2023.
 2. Collaboration, engagement & consultation with partners, professionals, children and families.
 3. Refining the approach and writing the FSS.
- 5.2 These phases are detailed within the FSS. The development of the Strategy included:
1. A series of in-person and virtual sessions where multi-agency partners came together to review progress against the previous FSS, reflected on what had been achieved and where gaps or pressures remained. They reflected on what family support meant to them and identified key priorities and principles for the refreshed FSS (2026-2030).
 2. Children and family engagements were facilitated by third sector colleagues where key questions were explored around: 'What does family support mean to you?'; 'What are the biggest challenges around family support?' and 'What works well re: family support?'
 3. A core FS Writing Group was formed and met weekly to shape the final content over a period of 8 sessions. The Group included multi-agency representatives.
- 5.3 Partners involved in the co-creation of strategy fed back that the process was inclusive, they felt heard, and that their voices were reflected in the final outputs.

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6. Family Support Strategy – Vision and Key Priorities

6.1 Co-produced with families, partners and professionals;

“Our vision is that by building trusting, collaborative and consistent relationships we can empower children, young people and families to access the support they need, as early as possible. That support should be offered in a flexible, responsive and connected way that meets needs, avoids crisis and promotes sustainable improvement, enabling families to achieve their full potential.”

6.2 To deliver on the vision set out within the Strategy, 5 strategic priorities were co-designed with the Children’s Services Partnership Partners, including feedback from families. The priorities were informed by the success of the previous FSS, our efforts to deliver comprehensively on GIRFEC, The Promise and the UNCRC work undertaken across the city.

6.3 Our theory of change is that we can improve outcomes for children, young people and families by shaping **how** we work with families and **how** we work together.

6.4 In focusing on these two key drivers for improvement we identified five connected priority areas;

How we work with families

1. Voice and influence
2. Practice and collaboration

How we work together

3. Collaborative neighbourhood networks
4. People and resources
5. Evidence and learning

6.5 We aim to achieve each of these five priorities through delivery of a number of commitments outlined in detail in the Family Support Strategy 2024-2030.

6.6 Brief summary of changes from the last strategy:

- The previous strategy consistently emphasised the importance of child and family voice. In the new iteration, this has been elevated to an explicit priority - **Priority 1: Voice & Influence** - shaped by consultation and engagement.
- Advancing a neighbourhood-based approach was a key focus in the last strategy. This commitment continues in the current strategy through the development of **Priority 3. Collaborative Neighbourhood Networks**, reaffirmed by stakeholder feedback.
- The significance of evaluation was a recurring theme in the previous strategy. It is now clearly defined as **Priority 5: Evidence & Learning**, underscoring our strengthened commitment to continuous improvement and accountability.
- We have now co-created an emergent set of collaboration principles of how we want to work together as a partnership outlined in Priority 2. **Practice**

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and Collaboration to support ongoing creation of joined-up, holistic systems of family support.

7. Conclusion

- 7.1 During the implementation of the FSS, in close collaboration with families about what matters most to them, the Children's Services Partnership will develop an evaluation and learning framework, accompanied by accessible annual insights briefs. This strategic and co-ordinated approach to evidence and learning will support the effective delivery of the Strategy, capture the evidence underpinning our theory of change, and inform continuous improvement in our approach for families in Glasgow. This commitment to learning and reflection will ensure that our support evolves in response to what families need and what works.

8. Recommendations

- 8.1 The Integration Joint Board is asked to:
- a) Note the contents of this report;
 - b) Approve the Family Support Strategy 2024-2030 (Appendix 1), noting the longer lifespan of the plan and the alignment to the Strategic Priorities; and
 - c) Note the supplementary infographic that outlines contextual demographic and need data in Glasgow (Appendix 2).

Glasgow's Family Support Strategy 2024-2030



Contents



Foreword	3
Let Glasgow Flourish	4
Our Vision	6
Family Support Proirities	8
Policy Context	18
Methods	20
Alignment of Family Support Principles	21
Appendix 1	21

Foreword



We are delighted to introduce Glasgow's Family Support Strategy for 2024-2030. This strategy represents our commitment to supporting families across our vibrant city, ensuring that children, young people, and families have the opportunity to thrive.

Glasgow's Children's Services Partnership celebrates diversity, and values the central importance of family life. We understand that family life can be challenging, and many of us need support at various points in our lives. Our goal is to ensure that families receive the right help at the right time. Over the past decade, we have made significant strides in improving outcomes for children and families. We have increased investment in family support provision, reduced the number of children coming into care, and improved outcomes for children and families. However, we recognise that challenges remain, particularly in light of ongoing financial pressures.

Our Strategy is aligned with key frameworks and policies including Getting it Right for Every Child (GIRFEC), the Promise, UNCRC and Scottish Government's Holistic Whole Family Support. We are committed to ameliorating the impact of poverty on families and ensuring that our strategic and operational efforts are focused on achieving this goal. The Family Support Strategy 2024-2030 builds on the foundations laid by our previous Strategy and outlines a blueprint for how we can collectively build a citywide network of support that meets families' needs holistically.

Family support plays a critical role in helping children and young people feel safe, loved, healthy, and happy. By using a strength and asset-based approach, we are committed to working alongside families, addressing their needs as early as possible. This approach helps improve family relationships, prevent breakdowns, and reduce the need for statutory interventions. We recognise the need to have a broad range of effective early intervention, prevention, intensive and collaborative family support at the core of our strategy, aiming to meet the needs of families and reduce the impact of poverty and inequalities.

By working together, we can create a supportive environment where all families can flourish. We are confident that this strategy will help us achieve our vision of a city where every child, young person, and family can thrive.

Pat Togher

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Let Glasgow Flourish



Glasgow strives to be a welcoming city that celebrates diversity, one that values all its citizens and understands the central importance of family life and all that it contributes to the success of the city. Family life can be challenging and many of us need support at various points in our life from friends, family, services and professionals. Glasgow wants to ensure all families get the right help and support they need, when they need it.

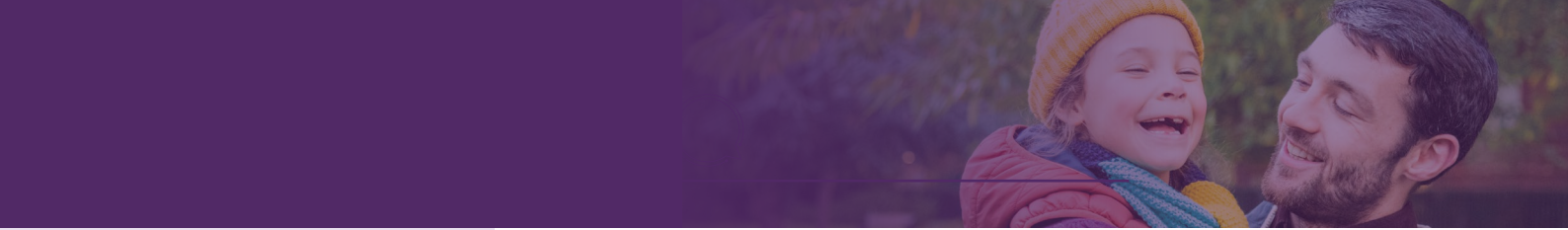
Significant improvements have been achieved across Children's Services in the last 9 years including;

- Increased investment in family provision across the city (£50 million committed across 2024 - 2030)
- Reductions in the number of children coming into care. Looked After and Accommodated Children and Young People reduced from 1413 in 2016 to 588 in 2024
- Reductions in the number of children's names on the Child Protection Register. New Child Protection Registrations reduced from 605 to 298 between 2016 and 2024.
- More children and young people supported to live at home with their families in their own communities including 1,250 young people supported by Glasgow Intensive Family Support Service (GIFSS). 85% remained at home, 4% with kinship carers.

The last decade has seen the impact of austerity and the associated consequences on public sector spending, along with the impact of the pandemic and the cost-of-living crisis, heightening the impact of poverty for many. Challenges remain to ensure we protect the gains made and consistently achieve improved outcomes for children, young people and families.

We have been intentional in the alignment of our strategic and operational efforts with [**Getting it Right for Every Child**](#) (GIRFEC) and [**Glasgow's Promise**](#). Building on our previous [**Family Support Strategy**](#) and Glasgow's [**Local Outcome Improvement Plan**](#) alongside the inclusion of a dedicated child poverty priority in the [**Integrated Children's Services Plan**](#). There is a renewed focus of intent by the Community Planning Partnership which places mitigating the impact of poverty on families at the very heart of the City's agenda. All of this aligns with [**Glasgow City Council's Plan 2022-2027**](#) to reduce poverty and inequality and the [**Glasgow City Integrated Joint Board Strategic Plan for Health and Social Care 2023-2026**](#) which outlines a strong focus on prevention, early intervention and wellbeing. The Family Support Strategy 2024 – 2030 builds on the foundations laid from the implementation of the previous [**Strategy**](#) and the work undertaken across the city to address poverty and improve outcomes for children and families.





It is intended to outline a blueprint for families, service providers, community organisations, statutory agencies and funders on how we can collectively build a citywide network of support that meets families' needs holistically and allows all of Glasgow's families to flourish.

Family support has a critical contribution to make to help ensure children and young people feel safe, loved, healthy and happy and in supporting families to thrive. Using a strength and asset-based approach, the partners in Glasgow are committed to family support which works alongside families as a whole, addressing their needs as early as possible. This can help improve family relationships, prevent breakdown and reduce the need for statutory interventions. Effective early intervention and preventative family support seeks to reduce the impact of poverty and inequalities and is at the core of how we deliver family support within Glasgow.

Our collective analysis over the last 10 years informs and guides our work here. We understand that a focus on continually improving relationships (within families, between service providers and families, and between service providers themselves) will help us deliver consistent, relational, person-centred, trauma informed support that is strengths based and viewed through a poverty lens. This will help us ensure the right resources are available at the right time to support families and help them remain together, in their own homes and communities, and thrive.

Support will come in many shapes and forms, depending on the needs identified by families. We recognise that we need a broad range of family support services and that there is strength in this diversity. It may include; practical help around the home, support accessing welfare benefits or other services and attending appointments, helping establish daily routines, building and improving relationships within the family and connecting with other or specialist services and support as required. It includes a wide range of local community-based supports including local groups, peer support and drop-in services in addition to professional and statutory services.



Our vision is that by building trusting, collaborative and consistent relationships we can empower children, young people and families to access the support they need, as early as possible. That support should be offered in a flexible, responsive and connected way that meets needs, avoids crisis and promotes sustainable improvement, enabling families to achieve their full potential.

To deliver on the vision set out within this strategy, **5 strategic priorities** were co-designed with the Children's Services Partnership Partners - including feedback from families, and informed by the success of the previous Family Support Strategy, our efforts to deliver comprehensively on GIRFEC, the Glasgow Promise and the UNCRC work undertaken across the city.

Our theory of change is that we can improve outcomes for children, young people and families by shaping how we work with families and how we, as service providers work together.

In focusing on these two key drivers for improvement we have identified five connected priority areas;

How we work with families

1. Voice and influence
2. Practice and collaboration

How we work together

3. Collaborative neighbourhood networks
4. People and resources
5. Evidence and learning





Family Support Strategy

People and
Resources

Collaborative
Networks

Voice and
Influence

Practice and
Collaboration

Evidence and
Learning

Glasgow's Family Support Approach

How we work with families

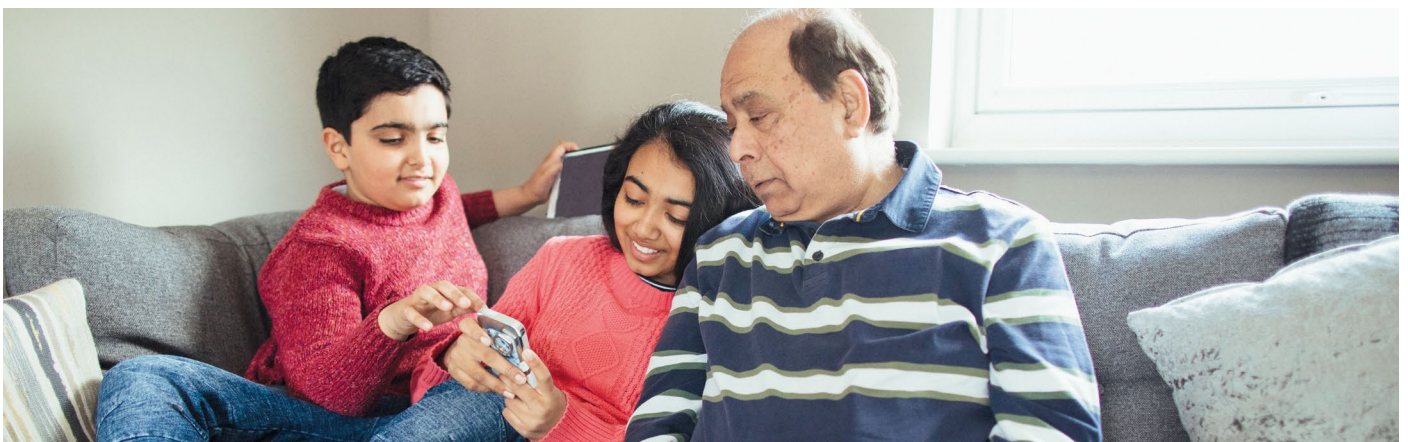
How we work together

Practice Principles

Collaboration Principles

Family Support and Community Based Support Services

Children, Young People and Family Needs



Family Support Priorities



1. Voice and Influence

Context: Family participation is crucial for ensuring our services meet the needs of those we support. We are committed to amplifying family voice and influence at all levels of service design and delivery - both individual and strategic. Research shows that when families are active, valued decision-makers, there is stronger engagement with services and a higher chance of positive outcomes. By integrating the lived experiences of families with the evidence and experience from practitioner insights, we can design more inclusive, non-stigmatising, and culturally competent services.

Aim: Empower families to help shape the design and delivery of support services through active, collaborative decision-making grounded in their lived expertise, alongside practitioner wisdom.

Our commitment

- **Create safe environments for families to feedback views/experiences.** This is about creating psychologically safe spaces where families can share ideas and insights in ways and times that work for them. We will draw upon a range of creative engagement methods that include a blend of both digital and in-person platforms.
- **Ensure accessibility runs through all our activities and communication.** This relates to both in-person and digital spaces, as well as our written outputs and communication materials. We are committed to removing barriers to ensure every family can fully engage and benefit.
- **Facilitate access to people and platforms of influence.** Creating spaces for family and stakeholder voice isn't enough. This needs to be meaningfully connected to key decision-makers to influence policy and practice to ensure supports are grounded in what matters most to families. We want to do this in a collaborative way to avoid duplication and ensure connection across related strategic plans.
- **Maintain regular feedback loops with families and other key stakeholders.** We will be transparent with families and other stakeholders, ensuring robust 'policy-practice' feedback loops and outlining how contributions have been acted upon, and provide clear rationale in cases where it has not been possible to respond to feedback.
- **Integrate family voice with practitioner wisdom.** This is about creating spaces for different perspectives to be heard and considered. Family voice can help shape what is both needed and wanted. Practitioner wisdom can further enhance understanding by considering the best available evidence along with what is feasible locally and how this can be achieved within existing structures (as well as identifying the barriers that might prevent success).
- **Progress training and capacity building to ensure high quality co-design and co-production.** Meaningful co-design and co-production requires ongoing investment and commitment. It requires us to continue to build our staff capacity to think creatively about ways families can influence policy and practice – as well as trialling different ways safe and brave spaces can be created (e.g. what might feel safe and inclusive for one family, might be different to another).



» Explore and build upon innovative models of peer and volunteer support, and reduce barriers to participation: Families frequently tell us about the importance of friendships, non-judgemental peer support and opportunities to connect with other parents/carers within accessible, inviting and inclusive spaces. Families and communities organisations have also told us there are barriers to setting up peer and volunteering support spaces. We will work to make volunteering more accessible in Glasgow with the intention to bolster and improve community support.

2. Practice and Collaboration

Context: Practice Principles offer a guiding framework for consistent, high quality, practice that can be adapted across different contexts, regardless of family needs. They ensure consistency while allowing flexibility to address diverse challenges and strengths.

Aim: We will continue to integrate our co-created principles into our supports with families, and ways of working with professionals/colleagues to ensure we provide a holistic, strengths based, trauma-informed, inclusive and rights-respecting approach to families in Glasgow. The aim is that the practice principles should help guide partners when developing new family support services or improving existing services. The principles align with the National Framework of Holistic Whole Family Support, The Promise Principles, Glasgow STRENGTHS Pillars, pre-existing Family Support Strategy Principles and Child Protection Principles (see Appendix 1).

Our commitment

- » We will develop an overall practice approach for Family Support that can be applied consistently across the city.
- » We will build on existing areas of good practice and ensure we reflect the best evidence available.
- » We will test and refine our ways of working with families to ensure what we deliver meets their needs.

There are two strands to our co-created principles that underpin our approach:

1. **Our Practice Principles:** how we work with families
2. **Our Collaboration Principles:** how we work together



Our Practice Principles: How we work with families



Table 1. Family Support Practice Principle

Rights-respecting	Voice and Influence
<p>We recognise children and families as rights holders.</p> <p>We respect, uphold and defend the rights of children and families.</p>	<p>Children and families are provided with safe spaces and support to express their views.</p> <p>Views are actively sought from families using a variety of media/formats.</p> <p>Those views listened to and acted upon as appropriate.</p>
Strengths-based	Inclusive and accessible
<p>We identify and celebrate family strengths.</p> <p>We empower families through choice (i.e., what matters to you?)</p> <p>We identify areas for development, and support families to achieve using a strength's-based approach.</p> <p>We support parents and children to recognise choices, and to make effective decisions which have a positively impact.</p>	<p>We recognise there is 'no one size fits all' in family support.</p> <p>We create supports that are accessible to all families from a diversity of backgrounds and experiences and are equalities sensitive.</p> <p>Our approach promotes inclusion and celebrates diversity.</p> <p>We work in ways that are: poverty aware; neurodiversity aware and culturally sensitive.</p>
Community/Neighbourhood based	Non-stigmatising
<p>We recognise the strength and power of peer support.</p> <p>We reach out to families where they are in communities/we are embedded within communities.</p> <p>We help families build and connect with the wider community of supports.</p> <p>We promote, and support integration and inclusion for every family in the local community.</p>	<p>It takes a village to raise a child and most families will need help and support as some point.</p> <p>Recognising needing help is a normal and typical part of family life.</p> <p>We do not approach families with a 'fix it' mindset.</p>



Family Support Practice Principles

Flexible and Responsive

Providing the right support, at the right time.
Available early mornings, evenings, weekends, and holidays.
We change as the family's situation changes.
We are child-led and family-led.

Trauma-informed and Therapeutic

We have knowledge and understanding of trauma.
We recognise the impact of trauma.
We work to create safe environments for families.
We recognise recovery journeys are not linear.
We use therapeutic approaches, and interventions to create a nurturing, healing environment for families.

Compassionate and empathetic relationships

Relationships are key.
We work in honest, kind and non-judgemental ways.
Our work is founded upon secure attachment relationships.

Prevention and early intervention

We recognise the importance of providing help early.
Families should not have to reach crisis point before they receive support.

Collaborative networks of support

Families should not need to navigate complex services and repeat their stories to different agencies.
Our partners should embrace collaboration to ensure joined up systems of support and care for families.
We work collaboratively to blend the skills and expertise of multi-agencies, and to ensure that support is implemented consistently.



Our Collaboration Principles: How we work together


Our Principles have been co-created with the multi-agency partners in the Children's Service Partnership in Glasgow and validated through engagement led by the Third Sector, by children young people and families. These emergent principles have been shaped by and build upon on our collective past experiences about what works well (and what doesn't) when undertaking partnership work. If we are to deliver on our family support vision, our partners have outlined the key ingredients that need to be in place.

Shared vision and principles: This helps create alignment amongst partners and is critical for maintaining focus on our long-term vision for family support. It creates space to change and respond flexibly to emergent challenges.

Common language: This helps create a bridge across all partners to ensure key concepts and goals are understood by all. It helps minimise miscommunication, and smooth the way for collaboration.

Shared power and resources: We recognise there will always be a power imbalance within any partnership. This is particularly acute within a commissioning context where careful attention requires to be paid to financial budgets. We are committed to trying to name where power imbalances exist, and to try and make these as equitable as possible. We want to move away from competitive approaches and instead move towards more collaborative arrangements, providing a more joined up landscape. We believe working towards creating more collaborative and enabling conditions will lead to better systems of support and outcomes for families.

Culture of trust and openness: This requires the creation of psychological safe spaces for all partners that enables honest reflection, transparency and learning to take place. This is fundamental if we are to continuously improve and provide better supports to families.

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- A photograph of a man with a beard and a child. The man is smiling and looking down at the child, who is laughing and wearing a yellow beanie and a red jacket. The background is blurred.
- **Shared spaces for learning and improvement:** This involves creation of reflective learning and development spaces that bring together multi-agency partners. This helps deepen relationships, surface new and different perspectives, and facilitates collective problem-solving that is more likely to be effective to delivering holistic family support.
 - **Embracing and celebrating differences and diversity:** We will actively seek diverse viewpoints that help deepen our understanding of family support and opportunities to improve. This helps ensure we do not fall into siloed ways of viewing the challenge and subsequent solutions. This will reduce the risk of introducing 'fixes that fail' because we haven't understood the totality of the system or challenge.
 - **Being brave and making difficult decisions:** We know that genuine collaboration is not easy. There will be differing and sometimes seemingly contradictory perspectives. We are committed to exploring and holding these different perspectives. We know it takes continuous attention and time to make collaboration work, with lots of learning along the way. We are committed to bringing vulnerability, compassion and bravery into circumstances that require difficult decisions to be made in order to serve the best interest of families.
 - **Aligned with our practice principles:** The way we work with families as outlined in our Practice Principles, should mirror the way we work with our partners (See Table 1. Our Practice Principles).
 - **We will iteratively refine and refresh the collaboration principles** to ensure they are meaningful and help facilitate the strengths based, trauma informed approach of family support we are striving for.



3. Collaborative Neighbourhood Networks

Context: This is about building strong, locally-rooted partnerships to ensure supports are accessible, integrated, and responsive to a community's unique challenges. It focuses on fostering deeper community ties and shared ownership of co-created solutions to deliver sustainable, impactful outcomes for families. While this has been a goal of the previous Family Support Strategy (2020-23), we now need to be more intentional about advancing progress to strengthen community-based supports. This requires reviewing governance structures, reflecting on each organisation's role, and creating environments that enable stronger community connections.

Aim: Co-create a Collaborative Neighbourhood Network approach that works with community strengths to ensure supports are responsive to rapidly evolving local contexts and needs.

Our Commitment

- » **Review and build upon existing local planning structures:** Utilise existing planning mechanisms (e.g. Thriving Places, Locality Planning, Child Poverty Pathfinder) to strengthen networks of support at a neighbourhood level. We will pay careful attention to the role and function of these structures in order to maximise impact.
- » **Share expertise and learning:** Collaborative Neighbourhood Networks will share resources such as training, knowledge, skills and best practice. For example, Networks could be supported to host biannual/annual learn and share events.
- » **Support community organisations and volunteers:** We recognise the value and contributions of community organisations and volunteers. We remain committed to exploring ways to build capacity within existing resource.
- » **Co-create implementation plans:** Explore opportunities for Collaborative Neighbourhood Networks to co-create implementation plans that respond to local family needs.



4. People and Resources

Context: People are our greatest asset. We are operating in an extremely challenging financial context. Pressure on budgets along with rising levels of need makes it imperative that we scrutinise all that we do and explore different approaches in the design and delivery of services to ensure best value.

Aim: We will coordinate and maximise the potential of our resources - both human and financial - to provide impactful preventative, early intervention and intensive support services, keeping children and young people safe, happy and healthy and, where appropriate, with their family, thriving in their communities.

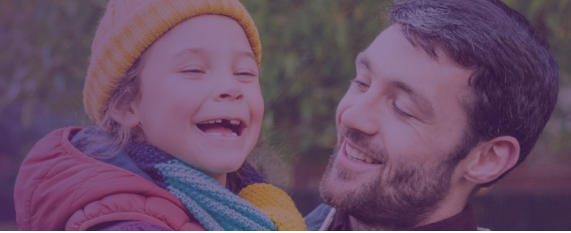
Our Commitment

» **Foster a collaborative commissioning landscape:** We will continue to explore a variety of commissioning arrangements that support collaboration and move away from models that reinforce siloed, or disjointed ways of working.

» **Align and coordinate funding streams:** We will continue to collaborate with Glasgow City Council and the Health and Social Care Partnership Commissioning Teams, Glasgow Community Grants Fund and other funders to reduce the siloed funding within the family support landscape ensuring connection of funding, i.e. Whole Family Wellbeing Fund, Child Poverty Pathfinder, Employability funding.

» **Share power and accountability:** We recognise there will always be a power imbalance between those who are commissioning services and those who are seeking funds for delivery. We will trial different approaches that seek to better share power amongst our partners, and place family voice at the centre.





- » **Make space for innovation whilst investing in what works:** We need a blend of both. We need to provide permissions that enable staff to try something new based on emergent needs and opportunities that are presented. Staff need to feel supported to take proportionate risks to work in the best interests of the families that allow them to exercise their professional judgement and expertise. We need to create this space, whilst also continuing to invest in what the evidence tells us is making a difference in the lives of children, young people and families.
- » **Create a diverse service landscape:** We will provide families with a range and choice of flexible support services that meet families where they are at on their journey. We understand that a diverse range of supports will be required, including at times, some more specialist or tailored services to help reduce risk and keep our most vulnerable children, young people and families safe.
- » **Create spaces for shared learning and practice development:** We will adopt and encourage a collaborative approach to sharing resources with all partners such as training, best practice, expertise and knowledge. Dependant on areas of focus within family support networks this may also include how we share resources such as locations and buildings, research and data.
- » **Reduce duplication:** We will work to achieve clarity and co-ordination of roles and responsibilities across the service landscape. Thus, reducing duplication and allowing funding to be matched appropriately to need across the city.



5. Evidence and Learning

Context: What we measure can become what we value. It can influence where we invest our attention and time, making it crucial to identify and assess what truly matters to families. However, not everything that matters most can be captured through standardised metrics or Key Performance Indicators (KPIs).



Not everything that counts can be counted, and not everything that can be counted counts.

To understand and address the needs of children, young people and families, we must seek to develop an approach to evaluation that focuses on what matters most to them (not what can be more easily measured). We will focus on continuous learning and improvement, using indicators that best reflect the priorities of families we serve. This shift allows us to create more meaningful progress, placing value on what matters most to families.

Aim: Hold ourselves accountable to children, young people and families by using evidence and data to measure impact, inform our future plans and support continuous learning and improvement.

Our Commitment

- » **Explore evaluation approaches** that enable us to embrace the emergent complexity of the broader ecosystem of family support (which is continuously evolving and improving).
- » Continue to **refine our evaluation metrics** and approaches with families by focusing on what matters to them and in particular to consider the 'evidence of impact' in our commissioning arrangements.
- » Build our collective capacity to gather **high quality evidence**, participate in and facilitate sense-making and **translate this into practice** (e.g. reflective practice techniques to question and update assumptions about what success looks like across sectors).
- » Identify and use actionable data and **create feedback loops to facilitate improvement**.



Policy Context - Family Support Strategy Glasgow 2024 - 2030



National and Local Policy Drivers and Frameworks

Glasgow's Community Planning Partnership has ultimate responsibility for the delivery of GIRFEC within the city. This responsibility was devolved to the Integrated Children Services Partnership via the Children's Services Executive Group (CSEG) and the strategic groups which report into CSEG. This strategy is the responsibility of the Family Support Planning Group (FSPG) (within the integrated planning arrangements) to develop and report back to CSEG. CSEG, FSPG and the Children's Services Locality Planning Groups have a role in ensuring the effective implementation of this strategy with techniques to question and update assumptions about what success looks like across sectors.

National Legislation

[Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#)

[The Children and Young People Act \(Scotland\) 2014](#)

[The Carers \(Scotland\) Act 2016](#)

[The Child Poverty Scotland Act 2017](#)

[The Equalities Act 2010](#)

[The Human Rights Act \(1998\) Scotland](#)

[UNCRC Incorporation \(Scotland\) Act 2024](#)

[The Community Empowerment Act 2015](#)

[The Independent Review of Adult Social Care in Scotland \(2021\) Feeley Review](#)

[Christie Commission Delivery on the Future of Public Services](#)

[Getting it Right for Every Child](#)

[Tackling Child Poverty Delivery Plan 2022-26](#)

[Child Poverty Pathfinder](#)

[The Independent Care Review \(The Promise\) 2020](#)

[The Promise 2024-2030](#)

[Whole Family Wellbeing Fund](#)

[Holistic Whole Family Support Routemap and National Principles](#)

[National Guidance for Child Protection in Scotland 2021 - updated 2023 - gov.scot](#)





Local Policies, Strategies, Plans, Frameworks, Principles

[Glasgow Community Planning Partnerships](#)

[Glasgow Community Plan](#)

[Glasgow City HSCP North West Draft Locality Plan 2019-2022](#)

[Glasgow City Council Strategic Plan 2022 -2027](#)

[Glasgow City Council \(2020-2025\) Financial Inclusion Strategy](#)

[Glasgow City Council \(2022-2030\) Glasgow's Economic Strategy](#)

[Child Poverty Action Plan Report 2022-23](#)

[NHSGGC Mental Health Improvement and Early Intervention Framework for Children and Young People](#)

[One Glasgow](#)

[Glasgow City HSCP North East Draft Locality Plan 2019-22](#)

[Glasgow City HSCP South Draft Locality Plan 2019-2022](#)

[Glasgow City Integrated Joint Board Strategic Plan for Health and Social Care 2023-26](#)

[Glasgow City Integrated Children Services Plan 2023-2026](#)

[Glasgow's Promise 2021-2024](#)

[Glasgow City HSCP Carer's Strategy 2022-25](#)

[Glasgow City HSCP Domestic Abuse Strategy 2023-28](#)

[HSCP, The Strategic Direction for Health Improvement \(2023-28\)](#)

Local Policies, Strategies, Plans, Frameworks, Principles (this strategy aligns with)

[Glasgow City Learning and Development Plan \(Action Plan 2022-24\)](#)

[Glasgow City Council \(2023-2028\) Education Services All Learners, All Achieving](#)

[GCHSCP Primary Care Improvement Plan \(draft\) 2022-2026](#)

[Glasgow City Council \(2023-2028\) Local Housing Strategy](#)

[Glasgow City Council \(2023-28\) Strategic Housing Investment Plan](#)

[All in for Glasgow](#)

Methods - How we developed the Family Support Strategy Glasgow 2024 - 2030

Family Support Strategy 2024-2030 Development

The development of this strategy can be categorised into 4 areas; the consultation conducted by Glasgow's Promise Partnership, Children's Services Partnership consultation, Families consultation and the Family Support Writing Group.

Glasgow Promise Partnership (2023)

The Family Support Strategy drew on the previous extensive consultation, mapping and co-design that included: Consultation with families on their experiences of family support and what was important to them (carried out over a 10-week period, carried out by 24 third sector providers with 387 interviewees)

Family support mapping, to understand services and gaps (carried out over 18 month period identifying 78 providers, delivering 122 services, supporting families pre-birth to 26 years old; over half providing support citywide with the remaining services split across the three Glasgow localities – NE, NWS). This research and co-design work made recommendations of areas which could be improved to strengthen family support including collaborative partnership working, holistic and timely support and exploring more collaborative commissioning arrangements that are embedded within the Family Support Strategy. Partnership Consultation Sessions (2024).

Partnership Consultation Sessions (2024)

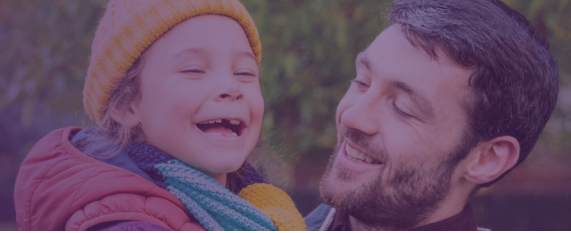
Consultation Sessions with the Children's Services Partnership organisations took place between May and August 2024. These sessions included representatives from a wide variety of Third Sector Organisations, Social Work, Health Visiting, Glasgow Life, Education Services, Financial Inclusion and Housing. Sessions were also held with the HSCP Senior Management Team, Child Poverty Leads, Family Support Planning Group and the steering group that oversees the Children's Services Plan.

These sessions focused on reviewing the progress made towards the vision, priorities and action plans of the previous [Glasgow's Family Support Strategy 2020-23](#). Discussions also centred on 'what is family support?' Where should our current priorities be focused, what should our practice principles and collaboration principles look like? Themes from these sessions were analysed and formed the basis of the practice principles and collaboration principles within the strategy.

Families Consultation

Glasgow Council for the Voluntary Sector (GCVS) facilitated participation and engagement from families in Glasgow. Our partners from the voluntary sector engaged with families who have received/ are receiving support. The partnership want to ensure families voices are at the heart of this strategy development.





Key questions explored with families included:

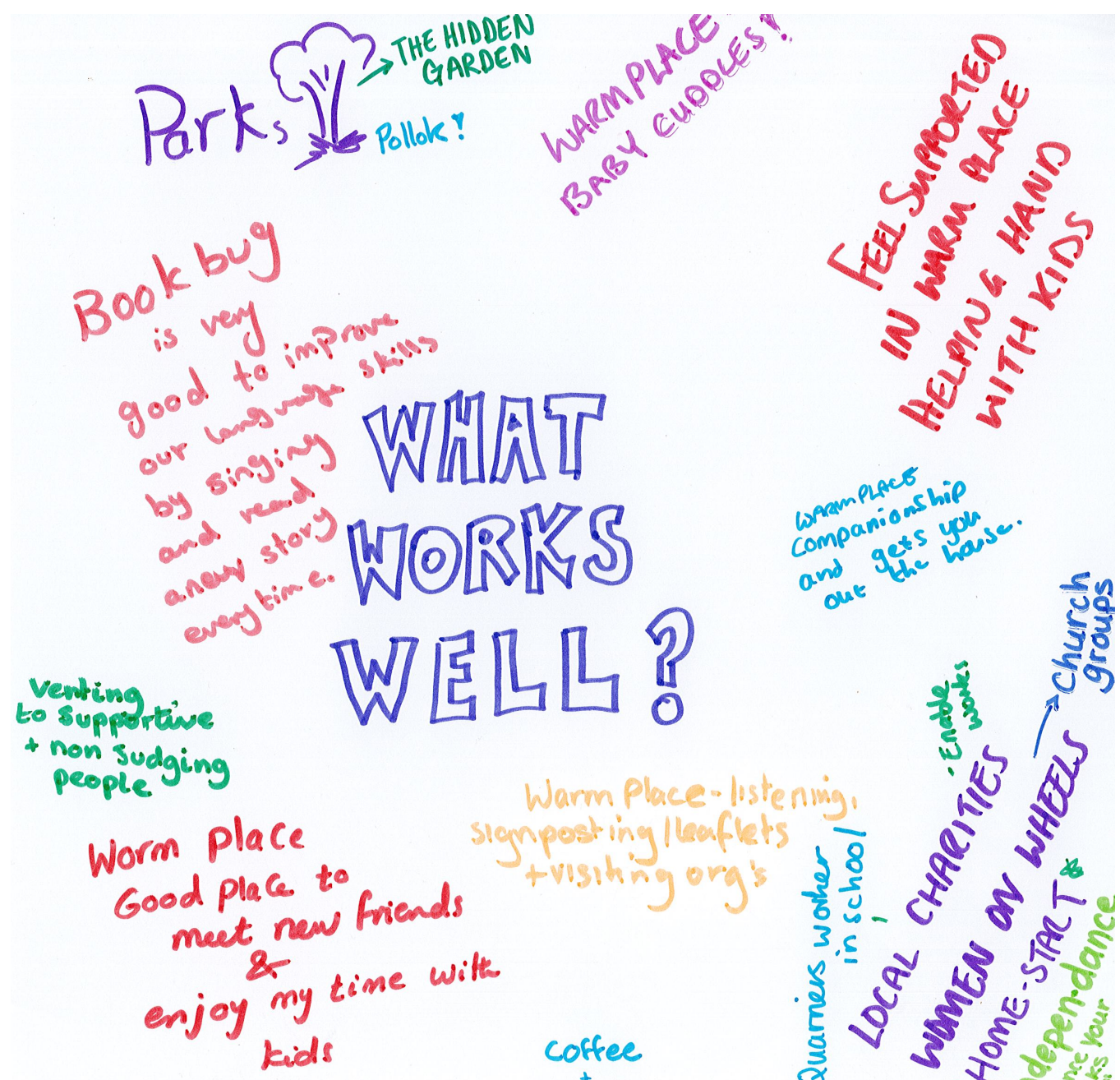
What does 'family support' mean to you?

What works well for families in your area?

What are some of the biggest challenges facing families in your area?

Family Support Writing Group (2024)

Following on from the Partnership Sessions, a multi-agency group was formed to build on feedback provided and co-produce the Family Support Strategy. This writing group ran for a period of 7 weeks with HSCP Planning and Change team supporting the group.



Alignment of Family Support Principles

Appendix 1

Family Support Practice Principles					
Family Support Practice and Collaboration Principles 2024-2030	Glasgow Intensive Family Support Service STRENGTHS Principles	‘The Promise’ Family Support Principles	National Framework Approach to Holistic Family Support (WFWF)	National Guidance for Child Protection in Scotland 2023 Update Principles	Family Support Strategy 2020-23
Non-Stigmatising	Non-Judgemental	Non-Stigmatising	Non-Stigmatising	Inequalities	Respectful
Inclusive and accessible				Culture, Community and Family	
	Goals	Holistic and Relational	Whole Family (Needs Based)	Culture, Community and Family	Planning
				Child at the Centre	Knowledgeable
Strength Based	Strengths	Work With Family Asset	Needs Based	Culture, Community and Family	Assessing
		Community Based	Asset and Community Based		
Flexible and Responsive	Responsive				Communicating

Family Support Practice Principles					
Family Support Practice and Collaboration Principles 2024-2030	Glasgow Intensive Family Support Service STRENGTHS Principles	'The Promise' Family Support Principles	National Framework Approach to Holistic Family Support (WFWF)	National Guidance for Child Protection in Scotland 2023 Update Principles	Family Support Strategy 2020-23
		Responsive and Timely	Timed and Sustainable	Engagement and Working Together	Flexible
Early Intervention and Prevention	Hope	Patient and Persistent	Promoted	Connected Planning	Family Support Vision
				Coordinated Planning	
Voice and Influence	Trust	Empowerment and Agency	Take account of family's voices	Child at the Centre	Engaging
Community/ Neighbourhood Based Collaborative Network of Support	Team	Community Based	Collaborative and Seamless (Community Based)	Connected Planning	Collaborating
				Coordinated Planning	
			Skilled and Supported Workforce	Workforce	Collaboration Principles'
Rights Respecting	Empowering	Underpinned by Children Rights	Underpinned by Children Rights (Promoted)	Child at the Centre	Empowering
Trauma Informed and Therapeutic	Sustainability	Therapeutic	(Needs based)	Trauma Informed	Evaluating



Our Glasgow Families: Data & Insights

Glasgow



Glasgow is committed to creating equitable and inclusive approaches for our families. We recognise significant work is needed to tackle the inequalities experienced by our families who are most at risk of systemic discrimination (see HSCP [Equality Outcomes 2024-28](#)).



- ▶ In **2023/24**, Over **6,000** households were assessed as homeless **27%** of those involving children



- ▶ **One in five** Glaswegians identified as being from a black/minority ethnic background. A 75% increase over a 10-year period.



- ▶ Just over **7%** of Glasgow's population identified as LGBT+

- ▶ **33%** of **under-18s** are from a black / minority ethnic background - see [Scotland's Census 2022](#)



'Tackling poverty is no longer on the agenda, it is the agenda'



- ▶ Persistent Poverty: **15%** of all children in Glasgow have been in poverty for at least **3 out of the last 4 years**



- ▶ **25%** of children in Glasgow are living in poverty / **one in four** children are living in poverty in Glasgow (24,419 children)



- ▶ **2.5%** of Glasgow's children are unpaid carers (under 15 years)
A young person may become a carer as a result of a family member's illness, disability, mental health problems or the misuse of drugs or alcohol in the home

- ▶ Families reported concerns around lack of support for children and young people with disabilities, including neurodiversity



Access to safe, stable and affordable housing



Glasgow formally declared a **housing emergency** in 2023



- ▶ In **2023/24**, Over **6,000** households were assessed as homeless **27%** of those involving children



- ▶ Demand **far outstrips availability**, which means families are spending longer in emergency and temporary accommodation



- ▶ Glasgow HSCP alongside Neighbourhoods, Regeneration and Sustainability (NRS) service have developed their **2025 Action Plan** to tackle the crisis.

Provision of all-age, flexible and quality childcare



- ▶ Families frequently report availability, flexibility and affordability of childcare as a significant barrier to gaining and/or maintaining paid work



- ▶ Staffing and retention within the nursery/early learning sector is a challenge with issues tied to workforce shortages, low pay, insufficient funding, high turnover rates alongside long hours and lack of career progression



- ▶ Glasgow is committed to progressing innovative models of All-Age Childcare, which provide families with access to a range of flexible and affordable options at each development stage (e.g. infancy, toddlerhood, pre-school and school-age)

Building connected communities and families



Families spoke about...

- ▶ importance of **parks, libraries and access to greenspaces**



- ▶ importance of **having someone to talk to**, for their children to play with, building of peer networks/friendships

Families experience of the criminal justice system



- ▶ **20,000-27,000** children are impacted by parental imprisonment in Scotland each year



- ▶ Glasgow consistently has the largest number of individuals in custody in Scotland, meaning many hundreds of children and families in Glasgow are impacted by imprisonment

Care experienced children and young people

The number of children and young people becoming looked after in Glasgow has been decreasing year-on-year

▶ In October 2024

437 living with foster carers

1,284 with kinship carers

144 living in children's houses

908 supported in aftercare & continuing care



▶ Young People's Champions Board

A space for young people with care experience to share experiences and influence decision-making in policy and practice



▶ Children's Right Team

Promote and protect the rights of children and children and young people, providing advocacy support

Experiences of alcohol and drug misuse

Families spoke about...



- ▶ In 2020, **602** children in Scotland lost a parent/parent figure due to a drug-related death
- ▶ Glasgow has one of the highest rates of drug-related deaths in Scotland
- ▶ Glasgow is progressing different approaches in prevention, harm reduction and recovery to tackle drug-related deaths and the profound impact it has children, families and communities