



Glasgow City Council

City Administration Committee

Report by Councillor Richard Bell, Depute Leader and City Treasurer and Convener for Financial Inclusion

Item 2

30th January 2025

Contact: Mike Burns, Programme Director Child Poverty and Prevention Ext: 25880

THIRD SECTOR - FUTURE CHANGE CAPACITY

Purpose of Report:

To seek approval from the City Administration Committee for additional and supplementary funding to enhance the Third Sectors preventative and early help offer to families and to tackle childhood poverty within the city.

This Future Change Capacity will ensure that the whole system not only continues to transform the offer to families, but further consolidates the radical progress made to invest in prevention, early help and earlier intervention within the city of Glasgow to enable families to flourish.

Recommendations:

Elected Members are invited to approve the following;

1. The additional funding to enhance the alignment of the Third Sector with the aspirations of the council and the reform agenda across child poverty and prevention.
2. Approve the award to Glasgow Council for the Voluntary Sector (GCVS) to deliver the Third Sector Future Change Capacity on the outcome of the commissioning process
3. Note the funding allocation over the next 3 years and the associated tasks and functions.
4. Note the alignment with the Child Poverty and Whole Family Wellbeing Fund Report to City Administration Committee 20th of June 2024.
5. Note that the additional funding will be allocated from the expanded Whole Family Early Intervention Fund (WFEIF).
6. Note that the first draft of the Community Planning Performance Framework will include the outcome of the Child Poverty Programme and will go to the Strategic Community Planning Partnership in March 2025.
7. Note that thereafter updates will be reported regularly to Area Partnerships.
8. Note that a further specific update on this work will also be reported back to the City Administration Committee on an annual basis.

Ward No(s):

Citywide: ☒

Local member(s) advised: Yes ☐ No ☐

consulted: Yes ☐ No ☐

1. Purpose of the report

- 1.1 To seek approval from the City Administration Committee for additional and supplementary funding to enhance the Third Sectors preventative and early help offer to families and to tackle childhood poverty within the city.
- 1.2 The Future Change Capacity will ensure that whole system not only continues to transform the offer to families, but further consolidates the radical progress made to invest in prevention, early help and earlier intervention. This supplementary funding is in addition to the legacy and business 'as usual' arrangements in place to coordinate Third Sector activity within the city.
- 1.3 The report outlines the aspiration to tackle child poverty through a greater focus on place, people's experience and through the reform of services. This Future Change Capacity will endeavour to radically strengthen the local place experience with user voice captured at the onset of early help, as articulated within the refreshed Glasgow Community Planning Partnership's Local Outcome Improvement Plan 2024-34.
- 1.4 The Future Change Capacity will not only support the ongoing work with respect to addressing the barriers around child poverty but will also continue to supplement and support the transformational work in Children's Services through the refreshed and enhanced Family Support Strategy, the Intensive Family Support Strategy, the Child Poverty Programme and the Integrated Children's Service Plan.
- 1.5 The funding will come from the expanded Whole Family Early Intervention Fund (City Administration Committee 20th of June 2024) developed to not only support system wide reform but provide a sustainable arrangement to align city policy and funding intentions to address child poverty in the city.

2. Background

- 2.1 In 2013, the Scottish Government established 'Everyone's Children' to ensure that Getting it Right for Every Child (GIRFEC) and other national policies were adopted and effectively implemented by the Third Sector. The aim was to provide the Third Sector with opportunities to share best practice, adopt and contribute to national and local policies as well as to network and share views. The funding from Scottish Government acknowledged the need for a whole system approach, capacity to implement best practice and to ensure that the Third Sector were partners in delivering better outcomes for children, young people, and their families.
- 2.2 In Glasgow, this investment facilitated the development of a comprehensive network with an established Citywide Third Sector Forum governed by a Steering Group. This infrastructure included sub-groups that align to the Children's Services Planning Structure and key policies and priorities such as Family Support, Early Learning, Mental Health, Childcare as well as Child Protection. Over forty organisations were represented across these sub-groups and the appropriate administrative support is also provided. The Third

Sector also engaged in service redesign (particularly around the new Family Support Strategy) and were key in absorbing lived experience into the change and reform programme.

- 2.3 The previous Scottish Government investment to support this approach has now ended, although there remained an ongoing and agreed requirement to sustain appropriate involvement across the Third Sector in our integrated transformational work for children, young people, and families. Consequently, the Children's Service Executive Group (CSEG) (part of Glasgow's Community Planning arrangements) have supported the need for sustained investment and capacity to ensure that the progress around a single system approach, child poverty, whole family support and our transformational work is maintained and enhanced within the city.
- 2.4 The involvement of the Third Sector is critical in developing a single system of support for children and families, in line with GIRFEC and the aspiration for families to receive the right support at the right time.
- 2.5 Feedback from partners in the Third Sector suggests that some organisations find it difficult to engage in development opportunities due to limited capacity and infrastructure. It is therefore necessary to support these organisations to fully participate in transformational change opportunities such as the system change work associated with Whole Family Early Intervention Fund (WFEIF), Keeping the Promise and the Child Poverty Programme, to ensure that all organisations who have a role in supporting families are represented, regardless of their size.
- 2.6 The Third Sector has also been key in providing both challenge to the Sector and ensuring the voice of children, young people, and families (those with lived experience) are absorbed into the planning and delivery process. The Third Sector have also regularly contributed to inspection arrangements and have been key Partners within the planning process and reform programme for children.
- 2.7 The Third Sector have also post the pandemic engaged positively in the development of a 'No Wrong Door' as part of the Child Poverty approach, illustrating their collective desire to engage in both change and ensure outcomes for children, young people and their families are radically improved around early help and prevention.
- 2.8 Glasgow City Council is consequently looking to commission a partner to operate citywide, to lead on Third Sector engagement into the Child Poverty Programme, the preventative strategy, the delivery of the Local Outcome Improvement Plan (LOIP) and respond to the changes required.
- 2.9 Public service reform requires effective partnership working across agencies and sectors and the scale of change within the children's system and within the city post covid is immense. Fundamentally, the desire is to move the whole system incrementally towards prevention and intervention in line with the aspirations of the Christie Commission. This will be both challenging and

complex but will be crucial in removing future financial pressures away from the public sector and the public 'purse.'

2.10 This will remain a 'painstaking' and evolving process that will require tenacity, resilience, and sustainability. To date however, evidence within the city has highlighted that radical and seismic change is possible. The single approach developed over the last decade within Children's Services has been predicated on an integrated approach across Statutory and Third Sector Services particularly around the Family Support Strategy and the Intensive Family Support Initiative delivered in partnership with Third Sector providers. This well-established approach has secure significant social and financial dividends for the city and better outcomes for children, young people, and their families. This is evidenced within Glasgow through the annual Looked After Children (CLAS) return to Scottish Government;

- Children formally Looked After and Accommodated has reduced from 1,469 in 2015 to currently 571 in January 2025; a reduction of **898** (61%)
- Rate of admission of children looked after in the city of Glasgow has reduced from 135/10,000 in 2015 to currently **52/10,000**.
- Children in other (external) Residential establishments out with Glasgow has reduced from 169 in 2015 to 26 in 2024; a reduction of **143** (84.6%)
- Children on Statutory Orders at Home from 583 in 2015 to 286 in 2024 a reduction of **297** and 50.9%
- Kinship care from 1,358 in 2015 to currently 840: a reduction of **518** (38.1%)
- Children on the Child Protection Register has reduced from 1,066 register at a point in 2016 to 590 in 2024; a reduction of **476** (44.6%)

2.11 This whole and single approach across the city has been key to securing better outcomes and sustaining more children and young people within their families, schools, and communities.

2.12 Poverty however remains the common 'enemy,' and this additional capacity and funding seeks to drive even greater early help and prevention. A more consistent and more coordinated approach to prevention is a necessity to not only reduce 'failure demand,' but promote a more robust relational, strength based, trauma informed and antipoverty approach to early help and prior to council and statutory services.

2.13 Developing the capacity of universal services to identify whole family wellbeing and needs at an earlier stage will require a shift in both Third Sector capacity and practice. Moreover, this additional and supplementary funding will need to address complex, legacy, and challenging fragmented arrangements. Securing a more coordinated and cohesive early help and preventative approach should not be underestimated. The task will be demanding and complex for the successful provider and will require ongoing system and city support to ensure there is both progress and impact for families. Earlier intervention and prevention, however, will as evidenced

above reduce pressure on the statutory and council system and will also alleviate pressure on the public finances.

3. Key Role and Tasks of the Partner organisation

3.1 The key roles and tasks of this Partner organisation in delivering this additional change capacity will be to:

- Facilitate shared leadership across organisations and sectors, helping to build a culture of constructive system-wide challenge & reflective practice.
- Support the Third Sector organisations to lead, inform and achieve change in line with the aspirations of the Child Poverty Programme, the LOIP, GIRFEC, 'No Wrong Door' and the Whole Family Early Intervention Fund
- Support the Child Poverty Programme to take innovative approaches – for example in commissioning.
- Meaningfully involve service users and Third Sector organisations in the design and redesign of services and systems
- Support the Third Sector's involvement in the development of a Child Poverty Prevention Strategy
- Ensure strong understanding of the Programme with key stakeholders.
- To also support and challenge the Sector in the pursuit of better outcomes for children, young people, and their families.
- Ensure that the Third Sector is equipped to assist the city to implement the systemic reform as articulated and approved in the report to the City Administration Committee on 20th of June 2024 (***Child Poverty and Whole Family Wellbeing Fund Update***).

4. Expected outcomes, monitoring and reporting

4.1 The Provider is required to supply a range of statistical information, case studies and evidence that will facilitate and support significant Third Sector involvement in our evolving transformational work across the entirety of the Child Poverty Programme and the WFEIF criteria. This includes reporting on:

- Third sector participation in shaping and implementing new ways of working, including but not restricted to supporting the development of No Wrong Door, commissioning and procurement, service/co-design, and service user involvement.
- Arrangements will be made to capture and measure early help, prevention and where such intervention diverts families away from crisis and instead enables them to flourish. This will effectively align with the performance framework being developed with respect to the Community Planning Partnership's LOIP.
- The promotion of continuous improvement of best practice across the Third Sector system.

- Systemic monitoring, governance and a review of performance that ensures this additional funding is aligned with city reform, transformation, and better outcomes for families.
- Details of work with service users to enable engagement, co-design work and improve understanding of the local landscape through work on a shared directory.
- The level of direct support to the Third Sector to facilitate networking opportunities, practical assistance, and guidance.
- The level to which the Third Sector is embedded within our Children's Services governance structures, ensuring representation across all relevant groups, and supporting capacity building across the sector to ensure improved knowledge and skills within the transformation agenda.
- Work done with parents directly engaged in employability.
- Its approach to Climate Change.
- The service specification and monitoring of the fund will occur under the governance of the Children's Service Executive Group.

4.2 Frequency of reporting will be agreed with the provider once a schedule of actions has been developed and signed off.

4.3 These expected outcomes, monitoring and reporting will be further strengthened by a regular inter-face between the Programme Director Child Poverty and Prevention and the Chief Executive of the Provider to determine this schedule of actions. This joint approach will also oversee the additional integrated approach highlighted later in the report at **6.4**.

4.4 Moreover, this council and Provider partnership will build on and develop the already significant coordination, alignment and integrated working that continues within the partnership and across children's services, the implementation of GIRFEC, the Promise, the CPP LOIP and critically the child poverty programme.

4.5 This close and cohesive interface will further sustain the endeavor to tussle with the complexities of both complex systems (council and Third Sector) to ensure there is not only a mutual appreciation of the respective challenges, but that this additional capacity adds value.

4.6 This additional investment will also collectively strive to capture learning, cultural change and 'what works' in tackling child poverty and above all the delivery of better outcomes for children and families.

5. Funding of the Programme

5.1 In line with the governance procedures relating to the Whole Family Early Intervention Fund the funding for the Capacity Building and Participation Support Programme was agreed in principle by the members of the Children's Services Executive Group.

- 5.2 The level of funding requested for this Programme is **£400,000** for 3 years, totalling **£1.2** million. This acknowledges the scale of the task, the challenge at stake and the need for capacity to ensure the reform of the children's system is in keeping with the aspirations of the Child Poverty Programme to reduce childhood poverty, the Promise and the WFEIF. The current evidence on complex change is that it takes time, and the scale of the reform sought is unable to be secured in one year. Consequently, the funding acknowledges that the magnitude of reform will require sustained change from within the Third Sector system. The legacy of the current Third Sector arrangements demands a change strategically aligned to the aspiration of the councils' goals and operationally for families on the ground. This investment will also seek to amplify the services already in place and to strengthen the opportunity to enhance a people centered and place-based approach.

6. Assessing and scoring applications

- 6.1 To demonstrate fairness and transparency all appropriate organisations capable of delivering the Capacity Building and Participation Support Programme were contacted and issued with the criteria and application forms.
- 6.2 On return of the applications, a board comprising of three senior council officers assessed and scored each application. The Board reviewed and scored relative to the commissioning criteria. The application was comprehensive, robust, and provided a substantial analysis of the requirements set out.
- 6.3 The successful applicant was Glasgow Council for the Voluntary Sector (GCVS).
- 6.4 The provider as indicated will strengthen the interface and partnership between the Third Sector and the wider preventative system, consequently, developing further need for early help, early intervention, and where possible prevention.
- 6.5 To strengthen and develop the progress made in the city, the provider will enhance its offer to the network of Third Sector and city providers by the following;
- **Manager** (Overall connection into the Child Poverty Pathfinder and sustained contribution to the Health & Social Care Partnership)
 - **Project Lead** (Children's Services/Child Poverty Programme, GIRFEC, the Promise & the Children's Integrated Plan)
 - **Commissioning Lead** (member of the city's Commissioning Review group, National Promise group and interface with Scottish Government)
 - **Design Officer**
 - **Networks Officer**

- **Communication Officer**
- **Policy & Support Officers**
- **Data Analyst**
- **Data Officer (Admin)**

- 6.6 As indicated at **4.3** within the Report, the delivery and impact will form part of the regular liaison between the Programme Director (Child Poverty and Prevention) and the Chief Executive of the Provider.
- 6.7 The collective focus will remain on ‘what works,’ learning, and system culture change in the pursuit of tackling child poverty and better outcomes for families.

7. Policy and Resource Implications

Resource Implications:

<i>Financial:</i>	The funding of £1.2M will be allocated from the aligned Whole Family Early Intervention Fund (WFEIF).
<i>Legal:</i>	None
<i>Personnel:</i>	None
<i>Procurement:</i>	None

Equality and Socio-Economic Impacts:

<i>Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.</i>	Yes, outcome 1, 3 & 6
<i>What are the potential equality impacts as a result of this report?</i>	Positive impact for those more likely to be impacted by poverty, including those with a disability, women, ethnic minorities, single parents
<i>Please highlight if the policy/proposal will help address socio-economic disadvantage.</i>	The funding of this programme will have a positive impact on addressing socio-economic disadvantage across a range of population groups and routes to employment and enabling families to flourish.

Climate Impacts:

<i>Does the proposal support any Climate Plan actions? Please specify:</i>	Yes. Climate Theme 1 Communication and Community Engagement and Climate Theme 2 Just and Inclusive Place
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<i>What are the potential climate impacts as a result of this proposal?</i>	Increase awareness of the local community on climate change.
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<i>Will the proposal contribute to Glasgow's net zero carbon target?</i>	Yes
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Privacy and Data Protection Impacts:

Are there any potential data protection impacts as a result of this report Y/N	No
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If Yes, please confirm that a Data Protection Impact Assessment (DPIA) has been carried out

8. Recommendations

Elected Members are invited to approve the following;

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