



Glasgow City Council
City Administration Committee

Item 4

20th June 2024

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

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CHILD POVERTY AND WHOLE FAMILY WELLBEING FUND UPDATE

Purpose of Report:

This report provides Committee with an overview of the work undertaken to expand the Whole Family Wellbeing Fund (WFWF) and to incorporate additional funding streams into the creation of a Whole Family Early Intervention Fund (WFEIF). This Fund will facilitate the alignment of city policy and funding intentions in relation to child poverty. Furthermore, it provides an update on the allocation and impact of funding to date and sets out next steps for agreement.

Recommendations:

Members of the City Administration Committee are requested to:

- a) note the update to the Whole Family Wellbeing Fund award to the local authority;
- b) note the progress made to secure policy alignment in relation to child poverty within the Glasgow Community Planning Partnership's Local Outcome Improvement Plan 2024-34;
- c) agree the creation of a Whole Family Early Intervention Fund to align the use of specific financial allocations;
- d) note the allocations made to date from the WFEIF and the impact secured;
- e) agree the proposed governance arrangements for the Fund; and
- f) note reports will come back to committee as required.

Ward No(s):

Citywide:

Local member(s) advised: Yes No

consulted: Yes No

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1 Introduction

- 1.1 This report provides Committee with an overview of the work undertaken to expand the Whole Family Wellbeing Fund (WFWF) and to incorporate additional funding streams into the creation of a Whole Family Early Intervention Fund (WFEIF). This Fund will facilitate the alignment of city policy and funding intentions in relation to child poverty. Furthermore, it provides an update on the allocation and impact of funding to date and sets out next steps for agreement.

2 Background – Whole Family Wellbeing Fund

- 2.1 In March 2023, members of the Committee approved the acceptance of the £19.4m Whole Family Wellbeing Fund from Scottish Government on behalf of the local Children Services Executive Group. These funds were made available as part of a national £500m package to deliver the Promise and transform the way that family support is delivered. The funds are available for use across the lifetime of the Parliament specifically to ensure that families can access seamless, person-centred holistic support wrapped around their individual needs.

- 2.2 The Whole Family Wellbeing Fund (WFWF) sets out to;

- Improve family wellbeing
- Reduce inequalities in family wellbeing – between the most and least disadvantaged communities;
- Reduce the number of families requiring crisis intervention – achieved through a shift in investment to prevention and early intervention; and
- Reduce the number of children and young people living away from their families.

Within this, core requirements of the WFWF approach set out that;

- Services are designed with children, young people and their families' needs at the centre;
- All families know how to, and are able to access multi-sectoral holistic family support;
- The workforce is empowered and supported to provide family-centred holistic support through cross sectoral commitment to collaboration and innovation; and
- A collaborative, multi-agency and multi-disciplinary approach to funding, commissioning and delivery family support is used.

- 2.3 The WFWF is a transformational change programme that prioritises early intervention and prevention. This requires multi layered actions that will;

- Build transformational capacity across staff;
- Test new system approaches to family support; and
- Scale up existing transformative and effective approaches in line with the National Principles of Holistic Whole Family Support.

2.4 Following extensive consultation and co-design with public and third sector stakeholders, three strands of work were agreed as the foundation themes of the WFWF plan in Glasgow. These are;

- Developing the capacity of universal services to identify whole family needs at an earlier stage;
- Building capacity to support families to engage with co-ordinated support at an earlier stage; and
- Developing a practice model for family support, taking to scale the learnings from the Glasgow Intensive Family Support Service.

There was also significant agreement on the potentially transformative impact of targeting families with a child aged 0-5 years (including pre-natal) to ensure family support at the earliest stage.

2.5 This work is designed to specifically complement the current re-design of the city's Family Support Strategy to further promote prevention, early intervention and address childhood poverty. This is co-ordinated through the Integrated Children Services Plan which was approved in September 2023.

3 Activity to Date

3.1 In February 2022, organisations with a role in supporting children and families came together to discuss child poverty in Glasgow. Facilitated by the Improvement Service, a series of intensive workshops collated detail on the success and ongoing challenges to effective delivery of child poverty interventions.

3.2 Our growing understanding of the persistent levels of child poverty, the ongoing impact of the pandemic and the cost-of-living crisis demanded that Glasgow embrace bold new approaches to make a real difference for our families. The levels of child poverty in Glasgow remain significantly higher than our statutory target of less than 10% of children in relative poverty by 2030, with current levels between 24% and 34% depending on the data source that is used.

3.3 The process identified and agreed new ways of working necessary to deliver the well-functioning system required to address child poverty. Specifically, city partners agreed the need for change capacity to understand, articulate and take action on the complexity and opportunities to deliver whole system change. Subsequently, Glasgow has committed to a Child Poverty Pathfinder funded through the Scottish Government's '*Best Start, Bright Futures – Child Poverty Action Plan*'. Working alongside colleagues from the Scottish Government, our multi-agency Pathfinder has focused on;

- Delivering a No Wrong Door Model at scale across the city;
- Identifying and addressing barriers to systemic change; and
- Improving the wellbeing of our children and young people, as demonstrated by the child poverty targets.

- 3.4 The Child Poverty Pathfinder has built strong relationships with the city's Children & Families Services to share learning across our work with families in need. The intensive work undertaken to deliver a sustained and seismic transformation for looked after and accommodated children and young people provides significant insights for our shared endeavour to the delivery of wholesale system change.
- 3.5 Our work to date has reaffirmed that systems change, specifically a deliberate approach to implementation to achieve socially significant change, is the way forward. We know, through both our data and our insights from citizens, service users and providers, that poverty is endemic in our city, too many people are struggling to cope, and current conditions provide little hope to those seeking a better life. Glasgow's understanding of the impact of structural social and economic inequalities is also much clearer, along with greater systemic insight into the weaknesses of the current system.
- 3.6 The system does incredible work, and it makes a difference to the lives of those in crisis, those struggling in the here and now. It is well intentioned but breeds duplication and inefficiency. It is short sighted, fragmented, expensive and a true missed opportunity. It relies on the tenacity of individuals and their services, it is disjointed, siloed, and unsustainable, more than that, it is actually wasteful; in the here and now and in the long term.
- 3.7 In addition to understanding the scale of poverty, the Pathfinder has increasingly been able to articulate the indirect impact of a lack of financial resources. We know that for families living in poverty, the challenges are not simply about money. The life chances and experiences for these families are significantly impacted and children experiencing poverty do not thrive. We can evidence the correlation between economic and social challenges and show that where poverty exists there is also;
- Higher rates of non-participation in work;
 - Lower literacy and numeracy rates;
 - Higher likelihood that young people leave school with few educational qualifications;
 - Higher incidence of vulnerable children aged 0-5 known to social work;
 - Poorer measures of community safety;
 - Higher levels of alcohol and drug related hospital stays
 - Higher likelihood of homelessness for those in deep poverty (35%); and
 - Higher use of person-centred support services.

These statistics reinforce our renewed understanding that poverty *is* the **common** enemy across our citizens, services and organisations. It is the cause *and* effect of our inextricably linked social and economic challenges. Despite this, our efforts to tackle the impact of poverty is fragmented and not co-ordinated. Improved alignment, of both policy and resources, along with the redesign and reform of services alongside our partners and through the lens of citizen need, provides a significant opportunity to address this.

4 Policy Alignment

- 4.1 Pivotal to identifying system barriers has been work to understand the reach and impact of poverty across the city and actions in place to mitigate this. Using the capacity available within the Child Poverty Pathfinder it has been possible to more accurately articulate both the correlation of poverty on our service demands and the *additional cost of child poverty* to the public purse and the wider Glasgow economy. Research undertaken using methodology developed by Bramley & Watkins (Heriot Watt University), highlights that the annual costs of addressing the damage done by child poverty in Glasgow sits between £823m and £1.09bn. A significant proportion of these costs within the public sector are borne by our Children & Families Service in the Health & Social Care Partnership, are in relation to housing costs or are on national anti-poverty initiatives such as specific grant allocations from the Scottish Government.
- 4.2 We are also increasingly able to demonstrate that, given the interconnected impact of poverty, intentional alignment of disparate policies will mitigate and contribute to tackling poverty. Fundamental is our deliberate intention to ensure alignment across policies, at both national and local level, to address both economic and social regeneration. Working with partners, our emerging narrative is much more clearly focused on the impact that the eradication of poverty will have, both collectively and specifically the positive impact on public sector finances.
- 4.3 Aligning our policy intentions to this shared priority brings the best opportunity to both optimise the impact of current provision and invest in capacity to reform and align our city resources. Pivotal to achieving this is investment in the capacity and expertise to identify the current disorder within our system, to understand the opportunities to bring about improved order, and more specifically to precisely and intentionally implement systemic reform.
- 4.4 The exploratory work to date has both confirmed the criticality of providing person centred support underpinned by a collaborative infrastructure and a more detailed understanding of the barriers to deliver systemic change. Furthermore, we can also better articulate the role of fragmentation and duplication of services as a barrier to change. Specifically we are able to confirm;
- that Glasgow is on the right track in taking an integrated, multi-agency approach to pursuing whole system change to tackle child poverty;
 - the continued relevance of prioritising action to tackle barriers in relation to data, funding, commissioning, and culture;
 - the criticality of shared accountability that includes performance measurements, finances and stakeholder ownership; and
 - that holistic, person-centred modes of engagement with citizens are more successful and lead to positive social returns on investment for citizens, organisations and the public service system more broadly.

- 4.5 This policy alignment has manifested itself most explicitly in the publication of Glasgow's new Local Outcome Improvement Plan 2024-34. This Plan, reflecting a renewed focus of intent by the partners of the Community Planning Partnership, places eradicating family poverty at the very heart of the city's agenda. A targeted focus for the 0-5 years population through an early intervention and prevention model is particularly highlighted. The Plan sets out a commitment to use both people-centred and place based approaches with all partners committed to a new and outcome focused action plan. This shift means that tackling child poverty is no longer **on** the agenda, it **is** the agenda.
- 4.6 The inclusion of a child poverty priority in the recently published Integrated Children's Services Plan, also overseen through the Community Planning structures, provides a further opportunity to align and strengthen both the city's collective resolve, its funding and the governance arrangements around our child poverty ambitions.
- 4.7 Glasgow newly focused and expanded Community Planning Partnership will use its strategic leadership and refreshed accountability to be specific and deliberate. It provides the city framework through which to align our individual policy intentions towards a shared commitment on child poverty and to co-ordinate both our actions and our measures of success to this end.
- 4.8 This significant programme of work requires additional leadership capacity to oversee development and implementation. A new post, Programme Director – Whole Family Wellbeing and Child Poverty has been created for a fixed term of two years to lead and facilitate this work. This role will ensure alignment of the complementary work underway to deliver transformational change through the Whole Family Wellbeing Fund, the Promise, the Child Poverty Pathfinder, Employability and All Aged Childcare provisions – all aligned through the Community Planning Partnership structures.
- 4.9 This post will also operate within the Child Poverty Pathfinder to maximise the opportunity to collectively and fundamentally address our child poverty challenge, promote early intervention and more effective prevention. This brings a determination to build on the progress made by the collective team to date, a methodology and track record of delivering seismic and sustainable system change.
- 4.10 Over the course of nine years, the city has secured a substantial shift in the numbers of children and young people being taken into care. Alongside securing substantial financial savings, this has involved the commencement of a fundamental model of practice change across front line staff resulting in significantly improved outcomes for the city's children and families. Investing in additional leadership and capacity from *within* the system will ensure that our city endeavour to eradicate child poverty has the best opportunity to succeed.

5. **Whole Family Early Intervention Fund & Governance**

- 5.1 In tandem with exploring policy alignment, significant work has been undertaken to bring together the associated specific funding allocations. This provides an opportunity to better co-ordinate the use and impact of these funds towards our shared ambition through collective oversight of allocation decisions. This approach has essentially created an aligned change fund that reflects our need to facilitate the practical delivery of our shared policy intent through improved funding flexibility. This intended model of operating will both increase the scope and impact of expenditure in the city, maximising the use of our resources towards our shared goals.
- 5.2 In partnership with colleagues at the Scottish Government, we have made progress in relation to increased funding flexibilities across funds aligned to specific policy agendas. Whilst work is ongoing to secure alignment to our funding ambitions at a national level, the development of a national framework to deliver on the Verity House Agreement will also provide further opportunities to facilitate greater funding alignment.
- 5.3 Glasgow has therefore established the Whole Family Early Intervention Fund which brings together the following allocations made to GCC;
- No One Left Behind – Child Poverty Employability Funds (elements of)
 - Whole Family Wellbeing Fund
 - Child Poverty Fund

The Whole Family Early Intervention Fund currently totals £22.1m and can be used across the next three years (subject to further dialogue with the Scottish Government, a key partner within the Child Poverty Pathfinder, around specific permissions).

In addition to this, discussions are also at an advanced stage with a broader range of funding partners that invest in the city. This seeks to co-ordinate the intention and broader impact of these funds, which include additional public sector as well as charitable grants. Whilst not yet in the position to consider the significant alignment sought through the Whole Family Early Intervention Fund, this evolving co-ordination will also ensure the better use of city resources.

- 5.4 The agreed focus for the Whole Family Wellbeing Fund, as outlined in Section 2, will form the foundations for the use of the new Whole Family Early Intervention Fund. It will;
- invest in change capacity to ensure that as a city we can maximise the use of resources already available to us;
 - tending to the 'As Is' through investment in existing practice to meet ongoing demand and support reform where the focus aligns with our future approach;
 - invest in innovative 'demonstrations of change activity' to test new practice in the short to medium term to provide further learning on which to build our transformational change;
 - invest in specific population cohorts and communities identified as presenting particularly challenging circumstances; and

- focus on areas of pressure that have emerged through our analysis of the current landscape, this includes; English as a Second or Other Language, Childcare, Mental Health, Financial Inclusion and community cohesion; and
- support policy alignment and demonstrate the value of funding flexibility to deliver across a number of areas.

5.5 A Child Poverty Steering Group, evolved from the current Senior Officers Group, will provide the appropriate internal corporate governance. The Child Poverty Steering Group will continue to provide corporate and strategic direction to both the WFEIF and the council's contribution to addressing child poverty. This Group is chaired by the Chief Executive of the Council and comprises the Chief Officer of the HSCP, Executive Director of Financial Services (GCC), Director of Regional Economic Growth, and the Executive Director of Education (GCC). Partner activity continues to be governed by the GCPP Executive Board and Strategic Partnership structures, which are chaired by the council.

5.6 The Children Services Executive Group (CSEG), which reports into the GCPP, will continue to be responsible for overseeing the development and collective agreement of the detailed use of this expanded funding resource, in line with the steer from GCPP. As previously agreed, specifically for the WFWF, the CSEG will undertake the necessary process to allocate funding using the GCC 'Cost of Living Crisis Funding' process developed with Internal Audit. These structures are illustrated at **Annex A**.

6. Investment to Date

6.1 A number of opportunities have emerged over the course of the last year to invest in activities that align with the criteria for the WFEIF. Early expenditure on initiatives that facilitate working differently or contribute to the wider joined up approach has been identified.

6.2 A number of early awards have been made from the WFEIF using the existing Cost of Living Crisis Funding process. A breakdown of the purpose of these awards and a high level overview of impact secured to date is set out in **Annex B**.

7. Next Steps

7.1 Given this opportunity for order across our city structures, agreement is now required on the specific next steps to create momentum for targeted but significant change for our families in poverty.

7.2 It is proposed that, in line with the WFEIF criteria set out in para 4.3, the initial following high level allocations are made;

- £10m is made available for use over three years to invest in early work to test new and enhance existing ways of working. These resources will be

invested in Demonstration of Change activity in ten ‘booster’ wards in the city, identified as having the highest levels of child poverty/need.

Using the [Child Poverty Dashboard](#), it has been possible to identify the communities with the highest concentrations of child poverty in the city. Furthermore, our analysis has identified specific challenges and opportunities for those families who are experiencing **deep poverty** (income of 40% or less than the UK median) and those that are **on the cusp of poverty**, with a view to undertaking targeted action in these communities.

Alongside these citywide statistics, our data analysis has identified the communities where the number of households experiencing child poverty is at its **highest**. Using our electoral wards as a starting point, we now understand in more detail the distribution of child poverty. We will use this to ensure that our next steps are targeted to best effect within the neighbourhoods and communities in these wards. Table 1 provides an overview of the child poverty levels and subsequent rates (%) in those **wards experiencing the highest rates of child poverty** (the booster wards) using the most recent analysis of data.

Table 1: Number of households, children, and the poverty rate for booster wards across the city (March 2024)

Ward name	Number of households	Number of children	Poverty rate %
Southside Central	865	1790	32.1
Calton	910	1690	34.6
Canal	855	1545	28.1
Drumchapel/Anniesland	805	1540	26.4
Garscadden/Scotstounhill	800	1565	29.3
East Centre	730	1405	24.9
Linn	695	1210	21.7
Greater Pollok	695	1365	18.7
Springburn/Robroyston	645	1200	24.2
Govan	600	1070	25.1
TOTAL	7600	14380	26.2

Source: Council tax reduction and housing benefit data, Glasgow City Council

- £3m is made available for use over three years to be attentive to the current demands on the ‘As Is’ system as well as to support alignment and build capacity across organisations in preparation for involvement in new ways of working; and
- £1.5m is made available for use over three years to contribute to the implementation of the Community Planning Partnership’s place-based approach including supporting systemic change and underpinning & complementing the person centred approaches.

8 Policy and Resource Implications

Resource Implications:

<i>Financial:</i>	None, this proposal will facilitate the better use of existing financial resources.
<i>Legal:</i>	Resources have already been identified to secure the appropriate legal resource to progress the aspirations of this work.
<i>Personnel:</i>	Staffing resource levels and associated resources have already been identified to support this work.
<i>Procurement:</i>	This approach requires the development of innovative procurement methodology. Resources have already been identified to support this and where required further reports will be brought back to Committee.

Equality and Socio-Economic Impacts:

<i>Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.</i>	Yes. This work will have a direct contribution to outcomes 1,3,4,6 and 14.
<i>What are the potential equality impacts as a result of this report?</i>	The effective implementation of this approach will positively impact protected characteristic groups, specifically those six child poverty priority groups.
<i>Please highlight if the policy/proposal will help address socio-economic disadvantage.</i>	This refreshed approach to tackling child poverty will have a direct impact on socio-economic disadvantage. Using a new model of working we will ensure significant shifts in the levels of deprivation across our city across a range of population groups.

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
<i>What are the potential climate impacts as a</i>	None

result of this proposal?

Will the proposal contribute to Glasgow's net zero carbon target?

Yes

Privacy and Data Protection Impacts:

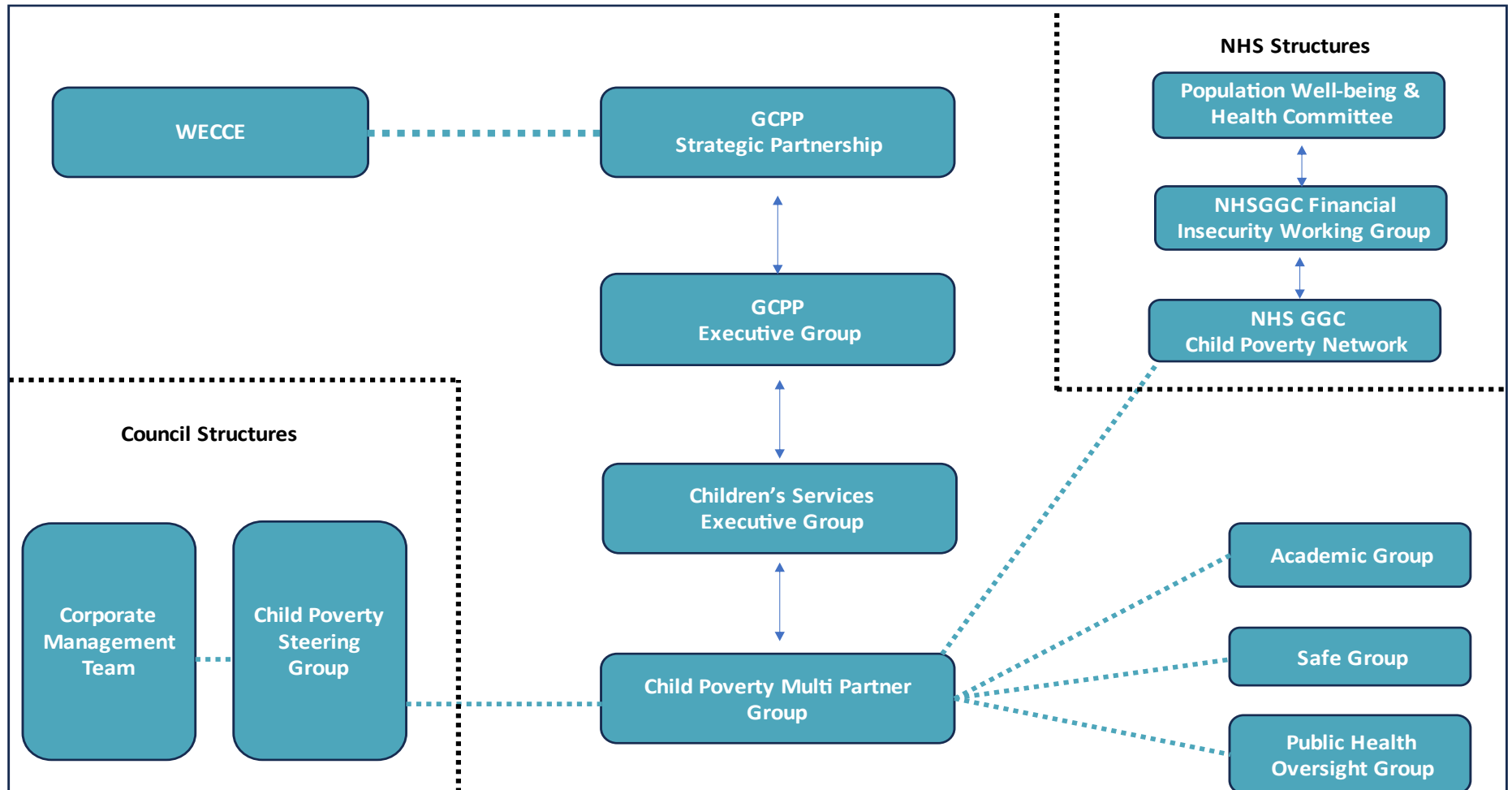
None

9 Recommendations

9.1 Members of the City Administration Committee are requested to:

- a) note the update to the Whole Family Wellbeing Fund award to the local authority;
- b) note the progress made to secure policy alignment in relation to child poverty within the Glasgow Community Planning Partnership's Local Outcome Improvement Plan 2024-34;
- c) agree the creation of a Whole Family Early Intervention Fund to align the use of specific financial allocations;
- d) note the allocations made to date from the WFEIF and the impact secured;
- e) agree the proposed governance arrangements for the Fund; and
- f) note reports will come back to committee as required.

Annex A Child Poverty Governance Structures



Whole Family Early Intervention Fund: High Level Impact to Date

Initiative	Description	Funding Allocated	Impact Measures
Centre for Civic Innovation – Scottish Approach to Service Design	Investment in capacity to support collaborative leadership to shape services using co-design	£182,000	<p>Co-design support embedded in ongoing work that;</p> <ul style="list-style-type: none"> - Co-produced an approach to ensure that lived experience is embedded across all projects ensuring that citizens are placed at the heard of decision making - Shaped the Tell Your Story model for the No Wrong Door infrastructure - Explored opportunities to provide service design support within the Demonstration of Change approach within three Booster Wards (Southside Central, Calton & Govan) - Updated and reframed the Child Poverty Data Report
Child Poverty Pathfinder – Third Sector Capacity Building	Investment in capacity to support Third Sector involvement in collaborative working, and to connect and engage on policy developments	£210,000	<p>Capacity support provided to deliver;</p> <ul style="list-style-type: none"> - Networking and representation opportunities including 26 networking meetings, representation on strategic groups, - Participation in and evolution of No Wrong Door model through specific working group involvement - Support for capacity building across the sector through information provision, training events - Involvement of third sector organisation in service design work across the Pathfinder including employability - Participation in the ongoing development of innovative commissioning approaches

			<ul style="list-style-type: none"> - Supported the delivery of a small grants programme - Ongoing service co-design support to ensure service user involvement
Community Connectors	Investment in place-based Thriving Places activity	£57,750	Contribution towards staffing costs for 5.5WTE posts in 7 Thriving Places to facilitate the ongoing delivery of targeted activity as determined locally.
Financial Inclusion Support Officers in Schools	Income maximisation for families accessed via schools	£437,424	<p>Service has provided support to 1,159 families which has secured;</p> <ul style="list-style-type: none"> - £3.4m financial gains - £0.981m debt managed
Glasgow Helps	Person-centred holistic support for families	£604,875	<p>Provided in-depth, person-centred support to 246 families, with some cases still ongoing.</p> <p>Holistic Support Officers adopt a strengths-based, personalised approach, building strong relationships that aim to enhance long-term family stability and wellbeing. Responding to the unique needs of these 246 families, the service has built a robust network of referral partners who are well-placed to support. Currently, 79 unique organisations in Glasgow have worked in partnership with Glasgow Helps to support these families with issues ranging from accessing financial support and advice, specialist support for people with disabilities, housing issues, access to food and mental health supports.</p>
Glasgow Live Well	Provides support to citizens experiencing social isolation and mental health issues local	£258,000	Support provided to 75 individuals to identify and secure access to appropriate services tailored to their needs. Supports include accessing social groups, health and wellbeing, family activities,

	communities/need support.		computer classes, learning skills, volunteering and financial signposting
Healthier Wealthier Children	Expansion of programme to enable midwives and health visitors to support families	£225,286	<p>Between April 2023 & December 2023;</p> <ul style="list-style-type: none"> - 2,239 families with children under 5 were referred to the service - £2,004,999 financial gains secured - £392,573 housing debt managed - £334,132 non housing debt managed - £48,736 council tax debt managed <p>Families were also supported with onward referral to additional services including for food, fuel, community based support, mental health & wellbeing and financial capability assistance.</p>
ILM Money Advice Trainees	Employment & Training opportunities for parents to facilitate access to careers in financial inclusion sector	£310,002	12 trainees employed within GAIN network and One Parent Family Scotland. Previous programmes have resulted in a high percentage of trainees securing permanent employment
ILM Transport	Employment & Training opportunities for parents to facilitate access to careers within transport sector	£320,000	7 trainees employed by Community Transport Glasgow with recruitment ongoing for a further intake
One Parent Families Scotland – Making Employment Work for Single Parents	Person centred support for single parents to facilitate readiness for and access to the labour market	£124,463	<p>Service has provided tailored support direct to 154 single parents.</p> <ul style="list-style-type: none"> • Financial gains achieved - £492,661 • 46 parents have gained qualifications to support them to build their skills and confidence.

			<ul style="list-style-type: none"> • 16 parents supported to sustain their college courses. • 8 parents into employment. • 20 parents to sustain employment.
One Parent Families Scotland – Financial Inclusions Support	Access to financial inclusion support for single parents where there is a member of the household with a disability	£75,000	<p>Service has supported 112 single parent families and 241 to access financial inclusion support.</p> <ul style="list-style-type: none"> • 29 parents have been provided with support resulting in a total of £12,763 debt write off. • 104 parents access crisis, welfare benefit and dept support. • Financial gains achieved £358,303 with additional predicted gains of £104,000 pending outcomes of disability benefit applications.
Service Redesign	Leadership capacity to drive forward development and implementation	£140,000	Salary costs for Programme Director – Whole Family Wellbeing & Child Poverty
Supporting Families Project	Person centred support using Family Finance Key Workers for families to increase readiness for employment	£210,000	<p>136 active programme participants 16 on employability programme and 6 into employment 83 participants engaging with a learning programme with 35 gaining a certified learning programme and 8 accredited qualifications 5 participants engaging in a volunteering programme and 13 volunteering informally within the education setting 15 have had reduction in financial hardship by engaging and receiving intensive support with trusted partners.</p>

Financial Inclusion Innovations	Investment in capacity to support the redesign of our city financial inclusion services	£60,000	Salary costs has secured dedicated support to drive forward service redesign. Practitioner engagement has commenced and new ways of working are being developed collaboratively. Work is underway to agree a new operational model and plans are on course to implement a pilot from August 2024. The outcomes from this will inform proposals for a revised model to be brought forward prior to the end of the financial year.
Universal Credit Hubs	Provision of income maximisation to families across the city with the transition from legacy benefits	£223,000	Service provided support to 694 families to understand and navigate the transition to UC
Welcome Places	Community based venues and associated support services	£33,500	Welcome Places operated across the city library network to provide a warm space with associated activities and access to broader holistic support as appropriate.
TOTAL		£3,471,300	