

# Interim Children and Young People Services Plan 2015-2017



# Purpose of the Plan

The Children's Services Executive Group provides the overarching leadership for the planning and delivery of services<sup>1</sup> for children and young people in the City. This group made the decision to develop this Interim Children and Young People Services Plan to cover the period 2015-2017, while we await guidance on the implementation of Parts 1 and 3 of the Children and Young people (Scotland) Act 2014.

This interim plan builds on our previous Integrated Children's Service Plan 2012-2015, it sets out our achievements, new developments and our focus over the next two years. The plan has been framed around the Children and Young people (Scotland) Act 2014 which brings a legislative drive to the Getting It Right for Every Child approach that is founded on the United Nations Convention on the Rights of the Child. It supports the principles of the early intervention and prevention, promoting the wellbeing of children, safeguards and improving corporate parenting for our looked after children and care leavers.

This is also a time of significant organisational and structural change as we implement the Public Bodies (Joint Working) (Scotland) Act 2014. Glasgow City Health and Social Care Partnership is currently being established to integrate Health and Social Care Services. In Glasgow, children and families' services are included in the Partnership, which will allow us to focus on communities, families, as well as individual children and young people to improve the delivery of Health and Social Care Services. Parents and carers access to quality Health and Social care services is important as it may have an effect on the health and wellbeing of children and young people. Similarly, adult services should consider the health and wellbeing of children and young people, as this may impact future adult service users.

It has been well publicised that in Scotland Local Authorities, the NHS and the Third Sector have been dealing with significant financial challenges that will continue over the life of this Plan. In Glasgow, all partners are working collaboratively to meet this challenge through the reconfiguration of services and implementation of innovative ways of working to ensure they continue to make the best use of existing resources to meet the diverse needs of children, young people, parents and carers.

Our vision for Glasgow's children and young people is ambitious:

***"We want every child to be supported to achieve their full potential and contribute positively to their communities, throughout their lives"***



<sup>1</sup> Services provided in the city by: Health and Social Partnership, Glasgow City Council and associated Arms-Length External Organisations, Police Scotland, Third Sector Organisations and other Public Services

children and young people who have a disability who are looked after for short periods of time. Our corporate parenting responsibilities also apply to care leavers who were looked after on their 16th birthday or up to and including the age of 25.

specialist help addresses more complex needs that impact on health or wellbeing, compulsory intervention ensures action to overcome adversity and risk.

learning, supports development and builds resilience, additional support works to overcome disadvantage and universal provision and care, universal provision and care, universal provision and care

everyday support and care, universal provision and care, universal provision and care

⇒ Family and community supports

As Corporate Parents we have responsibilities for all looked after children from birth to when they cease to be looked after. This includes children and young people in: foster care; residential care; secure care; in kinship care or looked after at home and

# Aims and Strategic Priorities

Our aims are underpinned by the National approach Getting It Right For Every Child and the Curriculum for Excellence. To improve the wellbeing of children and young people through the Wellbeing Indicators, (Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included) sometimes referred to as SHANARRI and assist children and young people to be confident individuals, effective contributors, successful learners and responsible citizens.

The **strategic priorities** identified by the Children's Service Executive Group are based on the extensive needs of children and families in the City. We are mindful of the children living in poverty in the City and the likely impact of further welfare changes on families in the City. We are working to achieve the best outcomes for all children and young people, with a focus on the most vulnerable children and families that sit under the following key priority areas:

- **Keep children safe** Every child and young person has the right to be and to feel safe and protected. Free from physical, sexual or emotional harm, abuse or exploitation.
- **Looked after children and care leavers** are cared for and supported to improve their life experiences and life chances.
- **Early Intervention and Prevention** early identification of a child or family's needs, timely involvement to meet those needs and preventative measures put in place to improve the wellbeing and development of the child.
- **Towards the Nurturing City** continue to work with children and their families to build positive relationships and help parents to be the best they can be.

- **Child Friendly City** continues to promote children's rights and wellbeing.
- **Raise Attainment and Achievement** for all children.





## CHILDREN AND YOUNG PEOPLE (SCOTLAND) ACT 2014

The Scottish Government are implementing the Children and Young People (Scotland) Act in a phased approach over a number of years, as a consequence of its wide ranging powers and the complex implications arising from some of the legislation. Most of the detail is being considered now as the Government consults on the secondary legislation and the statutory and non-statutory guidance.

The Act applies not only to children's services, but also places duties on adult services and has implications for service providers in the public, third, private and independent sectors.

The following Parts of the Act are currently live:

- Part 6-8 - Early Learning and Childcare
- Part 9 - Corporate Parenting
- Part 10 - Aftercare
- Part 11 - Continuing Care

## THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT 2014

The Act requires local authorities and health boards to integrate the strategic planning of most social care functions and a substantial number of health functions, as a minimum must be integrated where they apply to services delivered to adults.

Glasgow City Council and NHS Greater Glasgow and Clyde have agreed to adopt the integration joint board model of integration. The functions delegated from Glasgow City Council to the Integration Joint Board represent almost all of the current Social Care functions of the Council, along with the budget for these functions. A similar range of health functions, along with the budget for these, are also delegated to the Integration Joint Board by NHS Greater Glasgow and Clyde. Included in the functions and service in the Glasgow City Health and Social Care Partnership is: social care services provided to children and families, including fostering and adoption and child protection.

Other governing legislation is listed in Appendix 1.

# Review of Previous Plan Strategic Priorities: What We Have Achieved

Since the 2012-2015 Integrated Children's Service Plan was produced we have continued to work with staff from across organisations and agencies to further develop systems, initiatives and improve practice to implement the Getting It Right for Every Child approach.

**Getting It Right For Every Child Assessment and Child's Plan** and the multi-agency Getting It Right For Every Child Practice Guidance was refreshed and re-launched in 2013. Training for staff was provided in each of the three localities of the City and delivered jointly by service managers from social work, health visitors and teachers. This training was also provided at a Third Sector event hosted by Everyone's Children Project. Currently we are developing a training framework that will include multi-agency staff and third sector training within localities on the Named Person, Lead Professionals roles and sharing information.

Although the different agencies will keep their distinctive roles, they are now operating within this shared framework that underpins the national Getting It Right For Every Child approach. Analysis of the assessment is crucial to determining the needs of the child or young person and our involvement in their life. The Child's Plan allows us to clearly state what we will do to meet those needs and improve the outcomes for the child.

**Named Person and Lead Professional** Work has been done to link the local health visitors to the schools in their area and to early year establishments. Social Work Services will always be the Lead Professional for all looked after children at home, away from home and child protection. We continue to work with practitioners, third sector colleagues and specialist children's services to understand the complexities

of implementing this approach, while considering what we currently do jointly and what else we have to do differently.

Education Services have held a series of Named Person events, for headteachers; depute headteachers, principal teachers and additional support for learning co-ordinators in primary, secondary and additional support for learning schools. The aim of the sessions was to reassure practitioners that the role of Named Person will build on current good practice in assessment and planning to meet the needs of children.

We continue to work with practitioners to develop the role of the Named Person and their understanding the practical changes that will have to be made to how we currently work to embed this approach. This preparation work will continue over the next year until the Named Person legislation comes into effect in August 2016.

The **Everyone's Children Project**, launched in 2014, is funded by The Scottish Government to support the third sector in the city to consolidate and strengthen its role in delivering the Getting It Right for Every Child policy and practice framework via provision of information, training and developmental support at local and strategic levels. Members of the Getting It Right For Every Child Service Managers Group have taken part in the training to join up the work that is being done across agencies and ensure a consistent approach in the City. The project Advisory Group includes representation from Scottish Government, Glasgow Health and Social Care Partnership and Glasgow City Council. A study undertaken in spring/summer 2014, showed how and where Getting it Right for Every Child is being used or implemented across a wide range of third sector organisations in the city.

Through implementing the **Parenting Framework** over 900 practitioners in public and voluntary organisations have received training in evidence based parenting techniques and just over 33,000 parents have participated in one or more levels of the Positive Parenting Programme (Triple P). Parenting and family support has become embedded in practice in many children and family services and the use of a range of attachment, parenting, nurture programmes forms a key element of both the universal and targeted provision available to families in the City. Parenting has been aligned to early intervention activity as part of One Glasgow 0-8 years' approach, which has included a focus on developing collaborative working across the public and voluntary sectors, engaging parents in family based learning, extending the success of the school based nurture programme into nursery services and delivering support for the development of parenting skills on a city wide basis. We will continue to widen access to various parenting programmes and the early identification of families who need support.

**Information Sharing** The core data set within the Getting It Right For Every Child Assessment is being collected in each of the agency's single service assessments, as well as the (joint) Getting It Right For Every Child assessment. The core data used in the assessments has been compared and matched to the data set guidance from the National Getting It Right For Every Child Working Group, many third sector partners working in early years have adopted the same core data set. Both, nationally and locally there are on-going information technology issues that require solutions to be found to enable Social Care, Education and Health Services to access and contribute to Getting It Right For Every Child Assessments electronically.

Each of the three agencies has or is in the process of improving their electronic systems to become more efficient in collating information and sharing relevant and proportional information with other services, as shown below:

## ■ **Social Care Services**

In June 2013, Social Care Services moved to the new database called CareFirst 6. The CareFirst 6 database was designed by social work practitioners and based around the jointly agreed content of the Getting It Right For Every Child assessment and child plan. Following training for all Social Care Services, Children and Families staff, in 2013 CareFirst 6 has been used to generate all Getting It Right For Every Child Assessments.

## ■ **Education Services**

Education Services are involved in a national development commissioned by Association of Directors of Education Services to design a national Getting It Right For Every Child compliant, pupil planning and assessment module in partnership with SEEMIS. Education Services in Glasgow have piloted the application the *"Wellbeing Assessment and Planning Module"*, which mirrors the Glasgow Getting It Right For Every Child Assessment and Child's Plan. Over 2014, training on the use of the new system was given to over 900 Education staff.

## ■ **NHS Greater Glasgow and Clyde**

NHS Greater Glasgow and Clyde is introducing a new electronic system EMIS Web across all health services. Children's Health services are included in the roll out of this system in 2015.

While these new systems are being put in place Health, Social Care and Education Services staff continue to work together to gather all the necessary information required to create a robust joint assessment and develop an outcomes focused Child's Plan. This will be enhanced by the development of the Glasgow City Health and Social Care Partnership.

**Corporate Parenting**, the Champions' board, established in 2007, continues to provide leadership in promoting the responsibilities of corporate parents in the City. Over recent years they have driven the following activity:

- Made Corporate parenting training for elected member mandatory.
- Elected members annually renew their pledge to ensure the needs of children and young people looked after are at the forefront of Council policies and priorities.
- Support the Leader of the Council Annual Achievements Award Event for children and young people who are or have been looked after.

The children and Young Person (Scotland) Act 2014 broadens the range of organisations who are now corporate parents with responsibilities for the care and wellbeing of children and young people looked after at home, away from home or in leaving care services.

In order to build strong working relationships between corporate parents in the City, the Champions' Board hosted a Corporate Parent event in June 2015. The event was facilitated by Who Care's Scotland with the purpose of bringing together all corporate parents to learn about their roles and responsibilities, understand what being looked after is like from a young person's perspective and to get to know other corporate parents.

We are working with a number of corporate parents to determine what action they can take to advice or support children and young people looked after by Glasgow City Council. Examples of the information we are gathering are shown in Appendix 2.

**Screening Mechanisms** the 30 month assessment, Family Learning Centres, Early Years Joint Support Teams and Learning Community Joint Support Teams are all screening mechanisms that are part of our early intervention and prevention approach. These mechanisms allow us to identify children and families who are in need of assistance, provide the appropriate support or assistance, at the time they need it and prevent issues escalating and further affecting the child's wellbeing.

#### ■ One Glasgow Early Years Approach – Early Intervention and Prevention

This is part of our Getting it Right for Every Child framework to deliver early intervention and prevention to identify children aged 0-8 and families who are considered to be *"just coping"*. The children and families may have many strengths, they may not require a statutory intervention, but need support and assistance to enable them to improve the wellbeing and development of the child. For this purpose we have rolled out the Early Years Joint Support Teams across the City. The Early Years Joint Support Team is a multi-agency group of local practitioners from Health, Education, Housing, Addiction and Third Sector Family support services, who meet regularly to discuss families and children who require input to help improve the child's wellbeing. Across the City there are nine Early Years Joint Support Teams and these have been aligned to the Community Planning Partnership Thriving Places Neighbourhoods.



The Thriving Places approach within the Single Outcome Agreement outlines outcomes that Community Planning Partnership partners expect to achieve within specified neighbourhoods over the next 10 years. This approach focuses on community capacity building, joint working across partners that deliver local services and public services, to build resilience in these communities.

To date 154 children and families have been referred to the Early Years Joint Support Team and there have been 150 reviews to ensure the outcomes have been achieved. The main reasons families are referred to Early Years Joint Support Team include:

1. Behavioural issues (parents needing support in managing behaviour)
2. Housing issues
3. A combination of money problems and parental mental health

This approach has been developed to meet the national Early Years Framework, Getting It Right For Every Child implementation around putting the child at the centre, ensuring we meet the child's wellbeing needs, through early intervention and prevention. The Early Years Joint Support Team is a good example of partnership working and promoting resilience within communities.

## ■ Learning Community Joint Support Team

The Learning Community Joint Support Teams are part of the educational establishments staged intervention model. The Learning Community Joint Support Team enables collaborative discussion and shared responsibility between Health, Social Care, Education and third sector partners. All partners work collaboratively to find solutions to concerns about a child's or young person's wellbeing.

**Intensive Services** over the past four years have built upon an established philosophy of "What Works" in Youth Justice. This has necessitated the remodelling of the services available to include a range of highly evidence based interventions, such as:

- **Intensive Support and Monitoring Service/ISMS Alternative to Remand Services** support young people over an extended period who are at high risk of being placed in Secure Care. Both Services have reduced the use of Secure Care, for young people through use of Intensive Support Plans and a range of direct interventions. They have also reduced the duration young people stay within secure accommodation. Analysis of partnership working with Third Sector Secure Care Services and other Intensive Support Services will support practice development and service outcomes.
- **Young Women's Centre** Glasgow has a dedicated Young Women's Centre that provides support to young women who are vulnerable and engaging in high risk behaviours.
- **Functional Family Therapy** provides an evidence based systemic intervention to help families. It seeks to work in partnership to improve family functioning and to improve relationships between family members and a reduction in risk. It also seeks to promote parenting skills and outcomes for young people
- **Stop Now and Plan** is a cognitive behaviour evidence based group work programme for both parents and children. The programme aims to address issues such as aggressive, rule breaking behaviour and to teach strategies to support children to manage everyday situations where this may be a factor.

- **One Glasgow Reducing Offending ages 12-25** there are three services under the auspices of this approach, which are aligned with the National Youth Justice Strategy. The services are Court Support, Diversion from Prosecution and Supporting Transitions and Reintegration. The Court Support service has been successful in engaging a wide range of 16-18 year olds attending Glasgow Sheriff Court as accused persons.

Complementing these early identification screening mechanisms is our tiered approach to meeting the needs of children and young people as described below.



It is important to monitor the health and wellbeing of children and young people in the City to better understand their needs and put in place preventative actions.

Further information about Glasgow's children and young people is detailed in the "Tiered Approach" in the next chapter of this book.

The following profile of the children and young people in Glasgow has been compiled from different data sources, across services and some are for different timelines. However, this information is relevant and correct at time of publishing. It is difficult to predict the population trends, as the city's demographic profile is constantly changing, partly as a result of the immigration and the dispersal of asylum seekers and migration and some European Union accession states.

**Table 1** Glasgow's population of children and young people aged 0-18 years<sup>2</sup>:

Persons	Age Band 0-4		5-11		12-15		16-18		Total
Male	17,840	51%	20,273	51%	11,200	51%	9,919	51%	59,234
Female	17,213	49%	19,432	49%	10,753	49%	9,710	49%	57,109
Glasgow Total	35,053		39,705		21,953		19,629		116,343
Scotland Total	292,230		396,307		222,750		185,481		1,096,768

- The total number of children and young people aged 0-18 in Scotland is 1,096,768 in comparison Glasgow City has 116,343, which is approximate 11% of the of all children and young people in this age group.
- 10% of Glasgow children (0-15) have one or more long term health condition
- 9% of households in Glasgow are lone parents with dependent children.
- 19% of Glasgow children aged 0-15 are from a black, minority and ethnic background.

<sup>2</sup> National Records of Scotland, Mid-2014 Population Estimates

<sup>3</sup> Census 2011

# Tiered Approach Based on the Needs of Children and Young People

Our strategy for Children's Services aims to promote a plan to secure better outcomes for every child in Glasgow, with a targeted approach for those most in need. A great deal has been achieved in Glasgow in recent years, and the foundations are solid to sustain progress. The creation of the Health and Social Care Partnership provides a unique opportunity to self-evaluate, to take stock and reform to improve services. There is an ideal opportunity to strengthen collaboration, to develop a cohesive partnership and to ensure improved outcomes for children are secured.

Delivering on our strategic priorities requires a single system of care for children and young people that involves all of our partners, including: parents, carers, education services, Health and Social Care Partnership, the third sector and other key stakeholders.

The table below shows the tiered approach used in Glasgow to meet the diverse needs of children, young people and families, the population and examples of the services in place in the City.

Tiered Approach	Glasgow Population	Services
<b>TIER 4</b>  <b>Children and Young People in Need</b>  <b>Lead Professional – the child or young person requires specialist services</b>	<ul style="list-style-type: none"> <li>■ 493<sup>4</sup> children on the Glasgow Child Protection Register.</li> <li>■ 11,355 open Social Care cases for children and young people aged 0-16.</li> <li>■ 1,505 children and young people looked after away from home.</li> <li>■ 1,919 children and young people looked after at home.</li> <li>■ 1,974 children on a compulsory supervision order.</li> <li>■ 1,269 children and young people are in Kinship Care.</li> <li>■ 1,197 children and young people are in Foster Care.</li> </ul>	<p>Specialist Services will include: Specialist Child Health Services, Child Protection, Looked after Away from Home, Looked After at Home and Permanency placements.</p> <p>Third Sector organisations, such as:</p> <p>Barnardo's Youth Involvement Service in the north east of the City. PACE working across the city.</p>

Tiered Approach	Glasgow Population	Services
<b>TIER 3</b>  <b>Vulnerable Children and Young People</b>  <b>Integrated working – the child or young person requires input from a number of agencies</b>	<ul style="list-style-type: none"> <li>33% of children in Glasgow are living in poverty.</li> <li>6,712 Children's Hearings in 2014-2015.</li> <li>485 Schools Leavers (2013-2014) left school with no positive destination.</li> <li>5,282 Children affected by parental addiction.</li> <li>Three enhanced nurture provisions.</li> <li>10,307 children with additional support learning needs in Glasgow Primary Schools<sup>5</sup>.</li> <li>9,051 young people with additional support learning needs in Glasgow Secondary Schools.</li> <li>173 Teenage pregnancies under the age of 16<sup>6</sup> between 2011-2013.</li> </ul>	<p>Via Integrated Support Group to Specialist Services i.e. Child and Adolescent Mental Health Services, Special Needs In Pregnancy, Addiction Teams, Multi-system Therapy.</p> <p>Third Sector organisations, such as:</p> <p>Action for Children, North Glasgow Family Support Team, Barnardo's Youth Involvement.</p>
<b>TIER 2</b>  <b>Joint working – the child or young person requires additional support from an additional service</b>	<ul style="list-style-type: none"> <li>33,000 parents have participated in one or more levels of the Positive Parenting Programme (Triple P).</li> <li>6,260 Ready to Learn Assessment were undertaken in Glasgow City<sup>7</sup>.</li> <li>20 nurture corners in Nurseries.</li> <li>68 nurture classes in Primary Schools.</li> <li>Eight Secondary School nurture bases.</li> <li>154 referrals and 150 reviews following a multi-agency Early Joint Support Team.</li> <li>335 young carers were assessed and received support from carers services (2014/2015).</li> </ul>	<p>Key to the early identification of child and families who require assistance are universal targeted services i.e. Health Visitors, Nurseries, Family Support Services, Parenting Support, Vulnerable 2s Strategy, Education Nurture Groups, Health Support Team.</p> <p>Third Sector organisations, such as:</p> <p>Action for Children, Glasgow GEN R 8, Barnardo's Promoting and Achieving Change, Barnardo's Youth Involvement Project.</p>

<sup>5</sup> School Census - September 2014

<sup>6</sup> ISD Scotland (2011/2013)

<sup>7</sup> Ready to Learn Report -April 2015



Tiered Approach	Glasgow Population	Services
<b>TIER 1</b>  <b>Universal services – the child or young person requires additional support within Health and/or Education</b>	<ul style="list-style-type: none"> <li>■ 116,343 total population of children and young people aged 0-18 years.</li> <li>■ 6,360 children eligible and invited for a 30 month assessment<sup>8</sup>.</li> <li>■ 11,282 children in Nursery placements.</li> <li>■ 38,496 number of children on the Primary School Roll.</li> <li>■ 25,374 number of young people on the Secondary School Roll.</li> <li>■ 11,190 pupils in Glasgow Schools do not have English as their first language.</li> <li>■ There are 119 languages spoken in schools.</li> </ul>	<p>These services are provided by, for example: Maternity Services, Nurseries, Schools, Out of School Care, Family Nurse Partnerships, GPs, Health Visitors, Kinship Carers, and Police.</p>

<sup>8</sup> Children eligible and invited for 30 month assessment over the period July 2013 to December 2014

# Getting It Right For Every Child

## Wellbeing Indicators in Practice

In this section we have highlighted examples of some of the diverse and distinct work that is currently being undertaken to achieve positive outcomes for children and young people. The following examples describe the joint and partnership working that is being undertaken to provide preventative support to children and families, as well as high quality services for vulnerable children and young people. This information is set against each of the Getting It Right for Every Child Wellbeing indicators: Safe; Healthy; Achieving; Nurtured; Active; Respected; Responsible and Included.

### SAFE

Protected from abuse, neglect or harm at home, at school and in the community

The [Child Protection Committee](#) is committed to reduce the number of children and young people experiencing [Neglect](#). Neglect leads to some of the most profound negative and long term effects on brain and other physical development, behaviour, educational achievement and emotional wellbeing. The impact of neglect is damaging in both early years and teenage years, and can be by its nature frequently overlooked. The Child Protection Committee is committed to reduce the numbers of children and young people living in neglect and poverty. Responding to the impact and consequences of neglect is one of the major challenges to child protection both locally and nationally. Over recent years Glasgow Child Protection Committee have implemented a series of policy and practice developments to improve the identification, assessment and response to neglect, these include, commissioned research, case reviews, multi-agency improvement events, and training. Improving the Citywide response to neglect is a continuous challenge to services and is part of the cities early intervention and prevention approach.

■ [Significant Case Review](#) A significant care review is initiated when a child has died or has experienced significant harm, in addition, the incident or accumulation of incidents raise concerns as to the involvement of professionals and/or agencies in the eventual outcome. The Significant Case Review process is a means of ensuring continuous improvement and agency learning to prevent similar incidents from happening in the future. Findings from these investigations inform policy and procedures and where necessary change how we share information, record chronologies and practice in to better protect children and young people in the city.

■ [Case File Audits And Self-Evaluation](#) There is a comprehensive programme of single agency evaluations and audits to monitor progress, evidence how effectively agencies meet the needs of children and young people and identify areas requiring development. Over the last 18 months the Child Protection Committee has led on a multi-agency self-evaluation programme focussing on the pre-birth protocol. The lessons learned from this piece of work will be incorporated a practice led programme. Phase 2 of the multi-agency self-evaluation will be monitored by the Child Protection Committee Quality Assurance subgroup.

[Family Support Project](#) is a city-wide service, which is part of the Child Protection Team, and it provides therapeutic support to young people, adults and carers who have been affected by childhood sexual abuse. The Family Support Project takes a child-centred and holistic approach to the interventions provided. In addition to direct survivor services the Family Support Project also undertake Non-offending Carer Risk Assessments as part of the child protection process. A joint assessment with the Family Assessment and Contact Service has also recently been developed in relation to the Non-offending Carer Risk Assessments. In addition, the projects

provide agency and multi-agency training, support and consultation to colleagues and foster carers.

**SIDESTEP** is a bespoke diversionary project delivered by Action for Children, in partnership with Police Scotland (Greater Glasgow Safer Communities and One Glasgow Hub), Education Services and Social Work Services, with the aim of diverting young people away from serious and organised crime, reducing their offending and guiding them into more positive destinations. There are two projects running in Glasgow, with 15 young people aged between 12 and 18.

In 2013, **Addiction Services** revised the Assessment Framework and Guidance to place the Getting It Right For Every Child wellbeing indicators for children at the core of its assessment and intervention with parents. When children are identified, consideration is given as to how their needs are being met. In addition, Addiction Services work closely with others to increase opportunities for children, while at the same time supporting parents to abstain from illicit drug use and to manage dependent and problem alcohol consumption more safely.

**Safer Choices Service** delivered by Barnardo's, makes contact with and provides crisis response to young people aged 12-18 who are isolated and at risk on the streets in the city centre of Glasgow. The service operates two out-of-hours, street based outreach shifts per week and provides on-going individual support. In addition they operate an out-of-hours outreach shift dedicated to making direct contact with young people who are accommodated in residential units. Young people are often referred to the project due to their vulnerability to additional risk factors including their involvement in absconding/going missing, sexual exploitation or substance misuse.

## HEALTHY

Having the highest attainable standards of physical and mental health, access to suitable healthcare and support in learning to make healthy safe choices

The multi-agency **Vulnerable Pregnancy Protocol** is used to assist the early identification of a vulnerable mothers to ensure that the mother's needs are assessed, potential risks to her unborn child identified and support is provided for the women and her partner to ensure their child's welfare is placed first. The early parental assessment informs any future Getting It Right For Every Child Assessment of the new born child.

**Ready to Learn Assessment** also known as the 27 to 30 month assessment was introduced across Scotland in 2013 with the aim of early identification of any developmental delay that could impact on the child's readiness to learn at school age.

The assessment is delivered by Health Visitors with a particular focus on the identification of emotional behaviour, language and/or communication concerns. Using the assessments Health, Education and third sector colleagues will work together and with parents/carers to improve outcomes for the child are met by the most relevant agency.

Schools across Glasgow have access to a range of **Counselling Services** that are jointly funded by Glasgow City Council and Glasgow's Health and Social Care Partnership.

These services are delivered by third sector partners:

- **Place2Be** provides services in 15 Primary schools and three Secondary schools. These range from individual counselling, group work sessions and 1-to-1 support session (Place2Talk).
- **LifeLink Youth** provides a counselling service in 19 Secondary Schools across Glasgow. The aims of LifeLink Youth's Service within Secondary Schools are to support the empowerment, and improve the mental health of young people through early intervention and prevention programmes and longer term support work. LifeLink offers its services to children and young people aged 11-18 years through group work programmes and 1-to-1 support and counselling with identified Secondary Schools.

**Child and Adolescent Mental Health Service** given the exponential growth in demand for Tier 3 and our commitment to Getting it Right for Every Child and early intervention with partners we have applied for Mental Health Innovation funding to invest in three models to increase the capacity of named persons to support children and young people's mental health:

- Support the delivery of Evidence Based Programmes by Health Visitors using the learning from the national Psychology of Parenting Project.
- Increase the availability of school based early intervention models in partnership with voluntary sector and education colleagues.
- Improve the capacity of Social Work Services and voluntary sector staff who work with children who have experienced trauma to identify and support effective interventions.

Child and Adolescent Mental Health Services is complemented by the school based Place2Be service and the LifeLink Youth contract for 12-18 year olds. These provide resilience, talking and youth counselling components.

**Working together to Tackle Obesity** – Weigh To Go is a pilot initiative funded by the British Heart Foundation that is supporting young people who are overweight to access weight management services and leisure facilities to support them to lose weight and increase their physical activity levels.

Since 2007, a **Health and Wellbeing Survey** of Glasgow secondary school young people has been undertaken every three years. In the 2014 survey, 11,215 (50%) young people from S1 to S6 took part. The data highlights:

- 31% of young people live in a single parent household.
- Just under a quarter of young people are in receipt of free meals.
- 14% of young people report being young carers for someone living at home with them.
- 12% of young people meet the national target of being physically active for 60 minutes each day of the week.
- 65% of young people report being exposed to environmental tobacco smoke in their home.

## ACHIEVING

Being supported and guided in learning and in the development of skills, confidence and self-esteem, at home, in school and in the community

**Glasgow's Improvement Challenge** - raising attainment in literacy and numeracy in primary schools. In Glasgow, 119 primary schools have been selected to be part of the improvement challenge, this is based on the percentage of children in each of the schools living in the most deprived postcodes. There are over 31,000 children in the selected primary schools of which nearly 21,000 live in the 20% most deprived postcodes. These primary schools have been put into clusters of between three and five primary schools. Each cluster has been allocated additional teaching time. The aim of this project is to raise standards in literacy through learning and teaching strategies designed to help children acquire and develop core literacy skills.

**Attainment** When deprivation was taken into consideration, Glasgow's average tariff score was better than the national figure for young people from the 30% most deprived postcodes and the 10% least deprived postcodes. Exclusions have decreased by 70% since 2007. We have increased the number of young people who move to higher education through a number of programmes including: working with Universities, the hub at Glasgow Caledonian, Top-up programmes, Access to a Career in Teaching.

**Leader of the Council Achievement Awards Annual Event** Over the past three years the Leader of the Council has hosted an annual Achievements Award Event to celebrate the achievements of children and young people looked after or in leaving care services. A wide range of guests are invited to attend the event that is held in the City Chambers. Some of the children and young people play an important role in preparing and planning the event.

Children and young people are nominated for awards under the following categories:

Further and Higher Education	Performing Arts
Citizenship	Journey Achievements
Health and Wellbeing	Vocational Training
Education Achievement	Employment

Since the awards began in 2012, over 55 young people have received an award. Each year two carers, nominated by the children and young people they look after, receive a "Carers Award".

In 2013-2014, 1211 young people achieved a qualification from Sports Leader UK Awards. Young people achieve Dance Leadership, Sports Leadership and Young Leaders Awards. Of the 1211 successes, 19% were of a black and minority ethnic background and 56% reside in the 15% most deprived postcodes. Glasgow continues to be the largest awarding authority in the United Kingdom for Sports Leaders UK. In 2014-2015 we are extending our Sports Ambassador programme in partnership with SportScotland.



## NURTURED

Having a nurturing place to live in a family setting with additional help if needed, or where this is not possible, in a suitable care setting

**Towards the Nurturing City** is Glasgow's aspiration for its families and communities. This objective is based on the understanding that deprivation has on the health and education of our children and young people; the social impact it has on communities; and the understanding that all organisations need to work together, particularly at a time of limited resources, to maximise impact and outcomes.

For several years now Glasgow has been nationally recognised as a centre of good practice in relation to our work with nurture groups, nurture corners, nurture bases and enhanced nurture. These resources in nurseries, primary and secondary schools offer additional targeted support to some of our most vulnerable children and young people and research is evidencing good longer term outcomes for those who receive this support.

Nearly 3,500 staff from over 200 schools have participated in nurture training and in addition Education Services will:

- enhance their team of Psychologists to deliver more training and support across the city;
- work with community learning colleagues in Glasgow Life, to ensure that we maximise the opportunities for family learning in the community linked to schools and nurseries;

- create a team of Support for Learning Workers whose prime role will be to support the development of parents' literacy, including in the evenings and after school;
- work with primary schools to build networks of volunteers to support parents and children.

In addition to the overarching nurturing approach, we have very good specific nurturing provision. There are 20 nurture corners in nurseries; 68 nurture groups in primary schools; and 8 nurture bases in secondary schools.

**Families in Partnership** funding has been used by early years centres to extend family learning opportunities. Programmes are often delivered in partnership with 3rd sector agencies. Opportunities include a wide range of activities to support family wellbeing and family learning.

Glasgow Life's Future Families programme enables parents to develop and improve their parenting and communication skills through a combination of literacy, numeracy and Triple P activities carried out in the welcoming setting of local libraries. These include:

- **Bounce and Rhyme** is designed to help improve children's literacy, numeracy, and communication skills; assist understanding of child development; promote parenting skills; prevent social isolation of parents; and encourage active book sharing. This is an interactive session for 0-2 year olds and parents/carers, allowing an opportunity to engage in regular play, improving language acquisition and vocabulary while supporting cognitive development.

- **Toddlers' Tales** are designed to help improve children's literacy, numeracy, and communication skills; assist understanding of child development; promote parenting skills; prevent social isolation of parents; supporting increased physical activity and encourage active book sharing. This is a fun physical activity for 2-3 year olds and parents/carers to engage in while bringing books to life.
- **Play & Share** This is a menu of interactive play activities linked to Curriculum for Excellence outcomes, giving an opportunity to parents/carers of 3-5 year olds to gain knowledge and understanding of how their child develops through play.
- **Wee Play** A programme of activity for 3-5 years and parents/carers aimed at improving the physical literacy (body language) of young children through various multi-activity sessions, with parent and child interaction at the heart of the programme

## ACTIVE

Having opportunities to take part in activities, such as play, recreation and sport, which contribute to healthy growth and development, at home, in school and in the community

**Active Schools** The aim of Active Schools is to give school-aged children the tools, motivation and opportunities to be more active throughout their school years. As host city of the Commonwealth Games in 2014, we used a collaborative approach to the development of physical education, physical activity and school sport to enhance the health and wellbeing of our children. Data from Active Schools showed a 27% increase in activity from 2013 to 2014 and we continue to build on this success.

In 2014-2015, we increased the numbers of young people in secondary schools gaining sports leadership awards and qualifications – in 2013-2014 it was over 1,200, in 2014-2015 it was over 1,600 – an increase of over 30%. We will build on this success using the secondary sports leaders alongside Active Schools Co-ordinators, along with local volunteers and primary sports leaders/captains to provide more primary school sports clubs and to link children into sports clubs in the community.

Glasgow Life is currently refreshing the city's Play Strategy and Community Learning Development Plan. Approximately 30,000 people participate in leisure and sport programmes provided by Glasgow Life and we will embed a range of activities in children's services. This work will be aligned to the Community Planning Partnership "Thriving Places" approach.

## RESPECTED

Having the opportunity, along with carers, to be heard and involved in decisions that affect them

**Viewpoint** is used by Social Work Services to obtain the views of children and young people who are looked after away from home, on the children protection register or subject to the vulnerable young person procedures. Viewpoint is an electronic interactive programme that allows children and young people, aged five and above, to state how they feel. Children and young people told us that they did not like to use Viewpoint, because there were too many questions. Since then, in collaboration with children and young people, we have reduced the number of questions.

In 2014-2015, questionnaires were by completed by 281 children and young people who were looked after and 245 children on the Child Protection Register. The table below details how the children felt:

How they felt	Children and young people looked after	Children and young people on the Child Protection Register
SAFE	85%	88% (in their home)
Happy all or most of the time	95%	95%
Felt they are listened to most of the time	75%	55%

**Listening to Children and Young People** Over the last three years we have seen much more interaction with children, families and stakeholders. The Children's Service Executive Group has instigated citywide consultations with children aged 5 to 21 who are in Education establishments, attending Glasgow Life clubs, or looked after in kinship, foster care, residential homes or using care leaver services. The consultations have focused on Understanding Getting it Right for Every Child (GIRFEC) and Know Your Rights. Both of these are closely linked to work being undertaken in Glasgow to embed the Getting it Right for Every Child approach and the work we are doing with UNICEF to make Glasgow a Child Friendly City.

**Children's Rights Service** provides advocacy and information on rights, as well as direct representation for children and young people who are looked after and accommodated and to care leavers. The service also contributes to the development of policy and procedures to ensure that these are rights compliant.

**Child Friendly City** over the past three years children's services in Glasgow have been working with UNICEF UK as part of their Child Rights Partners programme to embed child rights in everything we do, furthering Glasgow's aspiration to become a Child Friendly City. Over 100 members of staff from across agencies and 40 elected members have undergone Child Rights training facilitated by UNICEF representatives. "Child Rights" has become part of the mandatory training framework for elected members. The Children's Service Executive Group has overseen the progress against the Child Friendly City action plan.

**Children's Residential Houses Refurbishment** a major investment by Glasgow City Council has been made over recent years to refurbish the children's residential houses in the city. Children and young people living in the houses met with the design company to consider the building plans and choose colour schemes and carpets. The children and young people's views informed the refurbishment from the first stage in the process. The children and young people's views are still being listened to as they begin to live in the new buildings, on what is good or otherwise about the changes.



**Improving Leaving Care Services** this is a strategic priority for Glasgow City Council, to work in collaboration with stakeholders to improve services and outcomes for care leavers. A group was established to take this work forward and the membership includes: statutory services and third sector organisations. Before the group did any work they arranged with colleagues in Leaving Care Services and Children's Rights Services to hold an event to seek the views of care leavers, to understand the service gaps and priorities from their perspective. Based on the young people's views the group have developed and action plan which is the basis for the improvement.

The Social Care (**Self-Directed Support**) (Scotland) Act 2013 implemented on 1 April 2014, placed the principles of personalisation and outcomes focussed practice, within a legislative framework, with Self-Directed support becoming the mainstream approach. This has impacted particularly on the design and delivery of services for children with a disability. Self-Directed Support offers a flexible approach to meeting assessed needs based on the individual child, for example instead of day care the young person could access local activities.

## RESPONSIBLE

Having opportunities and encouragement to play active and responsible roles at home, in school, in the community and where necessary, obtaining appropriate guidance and supervision, and being involved in decisions that affect them

**Active Pupil Councils** and a range of forums for children and young people to be involved in decision making are in all schools. Children and young people are encouraged to play an important part in their communities and to become responsible citizens. They benefit from widespread opportunities to volunteer which increase their skills and confidence in taking responsibility for themselves and others.

**Youth Justice Strategy** the whole system approach is the way that One Glasgow Youth Offending has been taken forward. Offending by under 18 year olds reduced by 7% in 2014. This is the seventh consecutive year that youth offending has reduced. Although we are pleased to be able to report that youth crime is falling year-on-year, the city is still focusing on preventing and diverting young people away from offending to make them responsible citizens.

**Choices For Life** Police Scotland (and Young Scot) has responsibility for delivering the Choices For Life Programme for young people aged 11 to 18, on behalf of The Scottish Government. This programme focuses on the core themes of alcohol, drugs and tobacco and helps young people to make positive lifestyle choices. The Choices For Life programme is promoted through schools, campus officers, local officers and youth groups and the site is linked to the Educational Substance Misuse Toolkits for teaching staff.

## INCLUDED

Receiving help and guidance to overcome social, educational, physical and economic inequalities and being accepted as full members of the community in which they live and learn

A **Young Carer** can become vulnerable when the level of care-giving and responsibility to the person in need of care, becomes excessive or inappropriate for that child. The responsibility of the caring can impact on his or her emotional and/or physical wellbeing, educational achievement and life chances.

Glasgow City Carer Partnership has developed a Young Carer Pathway between social work and education services. This allows Education Services to make referrals direct to Glasgow Carer Services. The key objectives of the young carers service is to protect from inappropriate caring and provide the type of support that meets the needs of the individual young care to enable them to learn, develop and to enjoy positive childhoods.

**Glasgow Housing Association** is taking a more pro-active response to families who are identified as needing help, with a view to encouraging better care of their homes, themselves and their children. Housing Association staff are having more discussions with Social Work Services staff about how best this can be done for individual families. The approach is to try to intervene early with children, in part because they are the future generation of housing tenants. The Housing Association is developing a befriending service which offers support in these areas.

**Action for Children** Transitions service supports care leavers across the city to access learning and employment opportunities alongside provision of practical and emotional support

**Barnardo's 16+ Services** provide a range of support to young vulnerable people including care leavers. Support includes supported accommodation, outreach support to satellite flats and support to young people with their own tenancy.

The **Roma Team** provides a direct child protection and child welfare service to Roma children and families who are in need of support and protection. The aim of the team is to improve the safety and wellbeing of children, to reduce the need to accommodate children in public care and to reduce the need for statutory measures of supervision. The team is using innovative ways to improve relations with local authority service providers in Eastern Slovakia and Western Romania in order to improve information exchange about families and to improve understanding of legislative and procedural matters relating to child welfare. This is leading to improved outcomes for children and is reducing the need to accommodate children in Glasgow.



**Young Parents' Support Base** provides excellent support to school aged parents. Young parents are supported to remain in education. The Base works with the young parents to build on their esteem and develop their self-efficacy and confidence, by helping them to understand the physical and emotional changes that occur during pregnancy and help to prepare for birth. The young people are supported to make positive changes within school and their personal life. The base helps to:

- Provide opportunities for peer support and learning to prevent social isolation and promote positive mental.
- Encourage young people to continue or to re-engage with learning.
- Assist family members and professionals to respond positively to young people's changing circumstances.
- Support young people to grow and develop, and to adapt to their changing.
- Improve young parents' knowledge, skills and understanding around a range of child-development issues.

**Non-Offence Referral Management** is an agreed joint service provided by Glasgow Social Work and Police Scotland G Division to provide support for children and families affected by domestic abuse. The service has been available since 2011. The joint approach ensures those affected by the non-offence domestic incidents are given the appropriate advice, guidance and provided with pathways to assist with improving their quality of life in a domestic setting.

## LEADERSHIP AND STRATEGIC DIRECTION

In Glasgow, the Community Planning Partners have devolved the responsibility of planning and delivering children's services to the **Children's Service Executive Group**.

The Children's Service Executive Group is chaired by the Executive Director of Education Services and the membership includes, senior management from a range of partner agencies working with children in the City. The Children's Service Executive Group provides leadership and strategic direction for children's services in the city through the development of the Children and Young People Services Plan and overseeing the Child and Young People's Services Planning Structure. This group regularly visit projects, teams and services across agencies and the city, to gain an understanding of the challenges staff face, discuss what works and what best practice would look like. Often members of the group will work together to develop solutions to issues raised by staff.

The Children and Young People Services Plan includes the strategic Action Plan that describes how we will deliver the key priorities for children's services in the city. This Action Plan is implemented and managed by the **Children and Families Lead Officer Group**. This group is chaired by the Health and Social Care Partnership, Head of Children's Services and the membership includes: three Heads of Service from NHS, Social Work Services and Education Services each represent the three strategic areas in the City; North East, North West and South. This means that the group not only manage the strategic plan, but work together to ensure the implementation is cascaded out to staff and teams in localities.

The Children and Families Lead Officer Group are responsible for improving joint working across services, monitoring the effectiveness of services and initiatives to obtain the best service to meet the needs of children and young people, while making the most effective use of resources. The group is monitoring and reviewing the various evidence based services that are provided across the city with a view to build capacity and make better links between the services.

The [Glasgow Child Protection Committee](#) brings together all agencies involved in protecting children, to plan and improve how they work together to protect children. The Child Protection Committee members provide individual and collective leadership and direction for the management of child protection in the city. The key priorities for the CPC is to reduce the number of children and young people living with neglect and poverty, continue to review significant case reviews to learn from and improve service delivery and lead on multi-agency self-evaluations to critically evaluate what we do and where changes need to be made to meet the needs of children and keep them safe.

## LEADERSHIP OF PEOPLE

The [Getting It Right for Every Child Board](#) (previously called the Improving Children's Service Group) is a multi-agency group with a remit to ensure the Getting It Right for Every Child approach and the duties and responsibilities detailed in the Children and Young People (Scotland) Act 2014 are implemented and embedded in children's service in Glasgow. The group has remitted the [Getting It Right for Every Child Service Managers Group](#), with representation from NHS, Social Work Services and Education Services, Police Scotland, the third sector and other relevant services to

work through some of the practice and practical issues of embedding the Getting It Right for Every Child approach and the Children and Young People (Scotland) Act 2014.

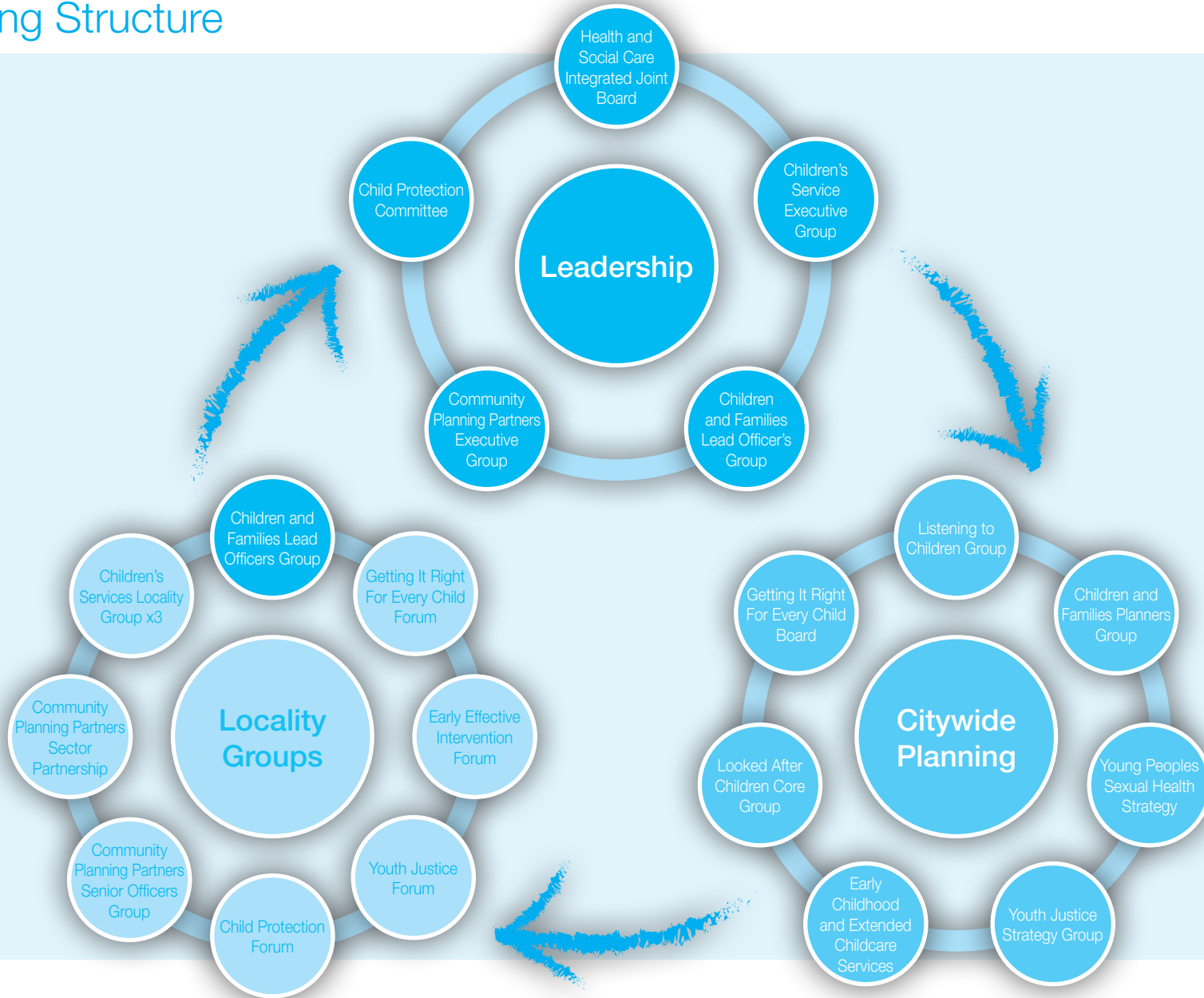
This collaborative working by the service managers has been beneficial in that the group have a clear shared understating of the processes and systems they have helped to put in place, which allow staff to be more effective at assessing the needs of child and developing a comprehensive Child's Plan. As service managers they can provide a clear steer to their teams about practice change and improving outcomes for children. This group work closely with practitioners from across agencies to test small areas of change before full implementation and enable staff to identify key areas for multi-agency and single agency training.

In each of the three localities of the City: North East, North West and South there is a multi-agency [Locality Children's Service Implementation Group](#), the purpose of these groups is to implement the strategic priorities for children's services in their locality, while tailoring services to meet the needs of the community.

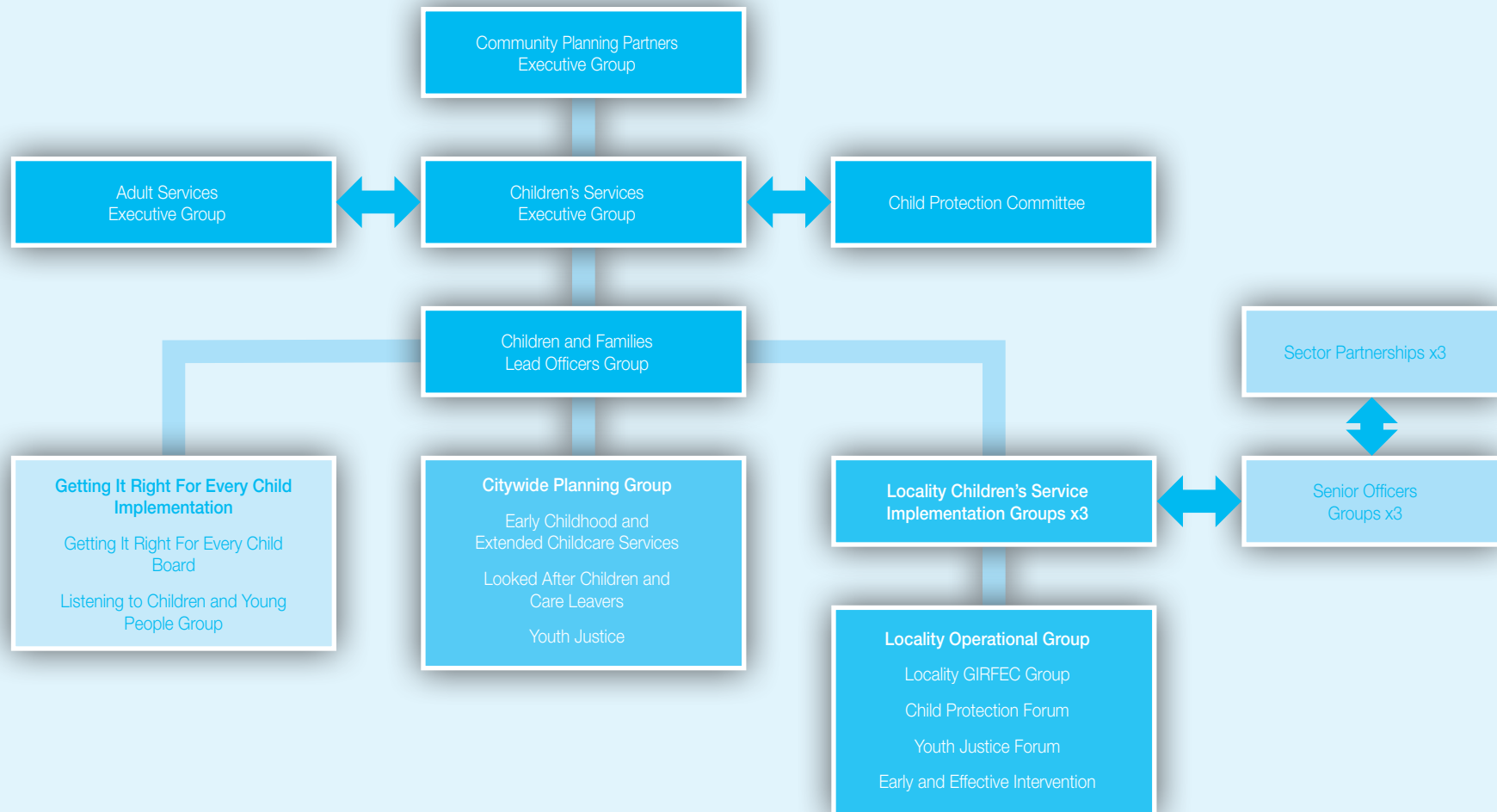
## IMPROVEMENT AND CHANGE

The [Evidence Based Group](#) is a multi-agency and multi-professional group that meets regularly to focus on research and operational issues that exist for evidenced based interventions in the City. It aims to introduce a number of evidence base programmes that will improve outcomes for vulnerable children. The programmes are consistent in their approach with high levels of specification, rigorous application and programmed interventions to meet the needs of children and young people.

# Getting It Right For Every Child Planning Structure



# Getting It Right For Every Child Planning Structure



# Key Challenges

In this plan we have set out how we are using evidence based practice to improve outcomes for some of the most vulnerable children and young people. We continue to use self-evaluation, audits and inspection recommendations to learn and improve our service delivery. However, these improvement measures are being undertaken, while we face significant key challenges that all partners across children's services are experiencing at this time:

- Meeting the challenge of reduced funding and resources for the public and voluntary sector.
- Increase in demand for services, such as children becoming looked after and remaining in care longer.
- Fewer children returning to their birth parents.
- Resource and financial impact of implementing the new duties detailed in the Children and Young People (Scotland) Act 2014.
- Improve the educational attainment and achievement of children looked after at home and away from home.
- Improve how we measure success in delivering better outcomes for children and young people.
- The impact of austerity and welfare reform on families living in the city and the likely increase in demand for services.





Glasgow, in common with all public services in Scotland, has faced significant financial challenges in recent years, with further pressures anticipated in future years. Glasgow City Council will have to save around £121 million over the two financial years 2016 to 2017 and 2017 to 2018. A similar level of savings is expected to be required of the Health Board.

During these times of significant financial challenges Glasgow City Council has committed financial support to children's services to modernise and refurbish children's residential houses. Social Work Services have invested to increase capacity within Glasgow's provided services. This, investment has been in the recruitment of adoptive and foster carers, an increase in support to kinship carers, the recruitment of social workers and the development and modernisation of a number of child care centres to allow children young people to be looked after and accommodated within the Glasgow boundary and within Glasgow.

The Health Board increased funding on a recurring basis for children and families teams from 2013/14, as part of a commitment towards early intervention in the early years and shifting the balance of care towards prevention.

The Third Sector in the City contributes significantly to providing services for children and families, however, as these services are diverse and wide ranging it is almost impossible to calculate a meaningful financial sum. Likewise other partners, for example, Glasgow Life, Community Safety Services Glasgow, and Police Scotland significantly contribute to the wellbeing and support of children and young people, however the nature of their business is for all citizens of Glasgow and therefore, difficult to extract expenditure on children and young people only.

The budget for Children and Families services from Education Services and Glasgow Health and Social Care Partnership is as follows:

Agency/Service	Budget 2015-2016 (£'000)
Education Services	£504,357.50
Health and Social Care Partnership: Children and Families	£143,544.60

Priorities	Outcomes	Measure	Target 2015	Number/Actual
Early identification, intervention and prevention	Improved health and wellbeing of the unborn child	Fewer women smoking in pregnancy	15%	13.4% (April 2014 to March 2015)
	Improve early cognitive, emotional development and communication skills	% of pregnant women who book for antenatal care by the 12th week of gestation	80%	83.72%
		Breastfeeding: at health visitors first visit	32.4%	31.2% (July 2014 to June 2015)
		Breastfeeding: at 6 to 8 weeks	24%	26.1% (July 2014 to June 2015)
		% of children receiving a 30 months assessment	95%	85.4% (July to September 2014)
		% of children at 30 months reaching their developmental milestones	85% by end of 2016	To be calculated
	Improved relationship between child and parent and the wellbeing and development of the child	Numbers of children referred to Early Years Joint Support Team	N/A	154
		Number of children reviews by Early Years Joint Support Team	N/A	150

Priorities	Outcomes	Measure	Target 2015	Number/Actual
Keeping Children Safe	Children are free from harm and abuse	Number of children on the Child Protection Register	N/A	492 (as at December 2015)
	Reduce the risk factors that can have a negative impact on the child's or young person's wellbeing and development	% Parental Assessments completed by Addiction Service	75%	69% (April to June 2015)
	Divert young people from risk taking behaviour	Number of young people under 18 years, accessing services for alcohol or drug misuse	N/A	93 (2013-2014)
		Number of Offence referrals to Scottish Children's Reporter Administration	N/A	1,164 (2013-2014)
		Number of crimes and offences by young people under 18	N/A	7,171 (2013-2014)
	Get the support they need, when they need it, to improve their mental wellbeing	Reduce the waiting times for children and young people requiring a service from the Child and Adolescent Mental Health Service	18 weeks	17 weeks (August 2015)

Priorities	Outcomes	Measure	Target 2015	Number/Actual
Looked After Children and Care Leavers are cared for and supported to improve their life experiences and life chances	Live in safe, stable and nurturing care environments	Improve the balance of care to enable more children and young people to live in communities while looked after away from home	N/A	By placement type: <div> <div></div> Foster Care 1186 <div></div> Residential care 134 <div></div> Special Purchase 84 <div></div> Residential School 40 <div></div> Leaving Care Services 38 <div></div> Secure unit 17 <div></div> Other 2 </div> Total 1501 (as at 2nd November 2015)
	Reduce the risk factors that have a negative impact on the child or young person's health and wellbeing	Numbers of children and young people looked after at home	N/A	1919 (as at 2nd November 2015)
		% of looked after and accommodated children aged under five (looked after for six months or more) who have had a permanency review	90%	87% (July to September 2015)
	Young people leaving care to achieve their potential	% of young people receiving a leaving care service known to be in training, education or employment	75%	65% (as at December 2015)
Raise attainment and achievement	Children are ready to learn	Pre-school Places for 3 to 5 year olds – the uptake of nursery places for 3 to 5 year olds in GCC nurseries/centres and the uptake of commissioned nursery places for 3 to 5 year olds in partner nurseries/centres	90% of population	86% (of population 2013-2014)

Priorities	Outcomes	Measure	Target 2015	Number/Actual
Raise attainment and achievement (continued)	Provide opportunities to improve the child or young person's potential	% of attendance at Primary School for all children	95%	94.1% (2013-2014)
		% of attendance at Primary School for children looked after at home	N/A	92.5% (2013-2014)
		% of attendance at Primary School for children looked after away from home	N/A	96.3% (2013-2014)
		% of attendance at Secondary School for all young people	95%	91.5% (2013-2014)
		% of attendance at Secondary School for young people looked after at home	N/A	84.8%
		% of attendance at Secondary School for young people looked after away from home	N/A	91.7%
		% of attendance at Additional Support for Learning schools for all children and young people	N/A	90.1%
		% of attendance at Additional Support for Learning schools for children and young people looked after at home	N/A	88.9%
		% of attendance at Additional Support for Learning schools for children and young people looked after away from home	N/A	91.6%

Priorities	Outcomes	Measure	Target 2015	Number/Actual
Raise attainment and achievement (continued)	Children and young people are given every opportunity to improve their potential	Exclusion incidents per 1000 pupils all children in Primary School	-	11.5 per 1000 children
		Exclusion incidents per 1000 children looked after at home in Primary School	-	32.4 per 1000 children
		Exclusion incidents per 1000 young people looked after away from home in Secondary School	-	97.3 per 1000 young people
		Exclusion incidents per 1000 young people in Secondary School	-	58.9 per 1000 young people
		Exclusion incidents per 1000 young people looked after at home in Secondary School	-	161.6 per 1000 young people
		Exclusion incidents per 1000 children looked after away from home in Primary School	-	145.6 per 1000 children
		Exclusion incidents per 1000 children/ young people in Additional Support for Learning School	-	135 per 1000 children/ young people
		Exclusion incidents per 1000 children/ young people looked after at home in Additional Support for Learning School	-	236.7 per 1000 children/ young people
		Exclusion incidents per 1000 children/ young people looked after away from home in Additional Support for Learning School	-	367 per 1000 children/ young people



Priorities	Outcomes	Measure	Target 2015	Number/Actual
Raise attainment and achievement (continued)	Children and young people are given every opportunity to improve their potential	% of all candidates attaining literacy and numeracy: ■ Level 4 ■ Level 5	■ 77.5% ■ 51.0%	■ 75.4% ■ 49.9%
		% of looked after children at home candidates attaining literacy and numeracy: ■ Level 4 ■ Level 5	-	■ 34.4% ■ 3.8%
		% of looked after children away from home candidates attaining literacy and numeracy: ■ Level 4 ■ Level 5	-	■ 51.8% ■ 14.3%

Priorities	Outcomes	Measure	Target 2015	Number/Actual
Toward the Nurturing City	Parents are enabled to support and care for their children	Supporting Working Parents: Employability - the number of parents in employment/ training or education who access more than the standard 16 hours per week/600 hours per year entitlement in GCC nurseries	4000	3,718 (2013-2014)
		Supporting Vulnerability: the number of parents accessing more than the 16 hours per week/600 hours per year in GCC nurseries who meet the low income/ reduced rate criteria	1,600	1,123 (2013-2014)
		Number of families referred to Financial Inclusion Services	N/A	410 (September 2015)
		Number of families referred to financial inclusion services that had their income increased	N/A	348 (September 2015)
Child Friendly City	Children and young people are aware of their rights	2013-2014 Getting It Right For Every Child Awareness Consultation with children and young people across the city	-	Approximately 3,000 children and young people took part in the consultation
		2014-2015 Know Your Rights Awareness raising consultation with children and young people across the city	-	Approximately 2,500 children and young people took part in the consultation

# Children and Young People Strategic Action Plan 2015 to 2017

Strategic Priorities	2015	2016	2017
<b>Keeping Children Safe</b>	Partners will continue to work together to further develop the early identification of children and young people living with neglect	Partners will continue to share assessment tools and practice to enable staff to detect neglect at an early stage for children and young people	
	Partners will work together to prevent children and young people from sexual exploitation	Ensure routine enquiry questions are embedded into practice in key areas of service for vulnerable young people: Child and Adolescent Mental Health Service, Midwifery, General Practitioners, etc	
	Continue to reduce the number of young people who use Secure Care	Using evidence based programmes and intensive support plans to allow young people to remain in the community	
<b>Looked After Children and Care Leavers</b>	Corporate parents building relationships to work collaboratively. To listen to looked after children and young people leaving care, to ensure they feel safe, healthy and are given opportunities to positive experiences	Work with corporate Parents to further build relationships and understanding of our children and young peoples needs.  Develop a Corporate Parenting policy for the City.  Work with Corporate Parents to develop the Glasgow Corporate Parenting Plan that will be integral to the Children and Young People Services Plan 2017-2019	
	Work to the duties in the Children and Young Peoples (Scotland) Act taking a whole system approach to After Care, Continuing Care, Corporate Parenting and positive destinations for care leavers	Work to be done to consider the impact of implementing the Act on existing resources and working with partners to build capacity	

Strategic Priorities	2015	2016	2017
<b>Early Intervention and Prevention</b>	Develop the staff training and guidance for all partners in readiness for the implementation of the Named Person duty as stated in the C&YPA	GIRFEC multi-agency Training Programme to be refreshed and implemented 2016	
	Continue to implement and monitor the roll out of parenting programmes across the city	Continue to implement and monitor the roll out of parenting programmes across the city	
	Continue to develop Early Years Joint Support Teams across the city to improve the development and wellbeing of children	Work with third sector partners and Community Planning to offer a range of local pathways that will meet the needs of children and their families coming through the Early Years Joint Support Teams	
	Continue to develop the 30 month assessment, sharing information with partners and developing pathways to improve the child's development and wellbeing	Begin implementation of the new universal child health pathway	
	Continue to support young parents to continue their education, be successful parents, care and support their child	Implement Phase 2 of the Family Nurse Partnership.  Ensure the most vulnerable young parents are supported to continue their education	

Strategic Priorities	2015	2016	2017
<b>Towards the Nurturing City</b>	Continue to train staff across agencies and ensure consistency of practice	Extend the number of practitioners with accredited nurture training to ensure that groups are not suspended due to staff absence or disrupted by staff turnover	
	Continue to encourage parents to get involved in the nurturing approach	Extend the number of practitioners with accredited nurture training to increase the number of staff who can support interventions with parents/carers	
	Through nurture approaches continue to support children and young people's emotional development and engagement in learning		
<b>Child Friendly City</b>	Continue to work with UNICEF to embed Child Rights in everything we do	Work with UNICEF in developing training that has a child's rights approach for staff in: Adult Services, Corporate Parents, etc	
<b>Raising Attainment and Achievement</b>	Continue to monitor and improve the education attainment and achievement of children and young people both looked after at home and away from home	Work to be done to consider the impact of implementing the Act on existing resources and working with partners to build capacity	
	Through nurture approaches continue to support emotional development and engagement in learning		

## NATIONAL LEGISLATION, STRATEGIES AND POLICIES

Adoption and Children (Scotland) Act 2007  
Allegations against Residential Workers: Interim Guidance on How Agencies should respond, March 2011  
Carers and Young Carers Strategy for Scotland 2010-2015  
Children (Scotland) Act 1995  
Children and Young People (Scotland) Act 2014  
Children's Hearings (Scotland) Act 2011  
Curriculum for Excellence  
Domestic Abuse (Scotland) Act 2011  
Early Years Framework, 2009  
Education (Additional Support for Learning) (Scotland) Act 2004  
Education (Scotland) Act 1980  
Forced Marriage etc. (Protection and Jurisdiction) (Scotland) Act 2011  
Further and Higher Education (Scotland) Act 2005  
National Guidance for Child Protection in Scotland 2014  
Residential Establishments - Child Care (Scotland) Regulations 1996  
Review of the Additional Support for Learning Act: Adding Benefits for Learners, 2010  
Secure Accommodation (Scotland) Regulations 2013  
Social Care (Self-Directed Support) (Scotland) Act 2013  
Social Work (Scotland) Act 1968  
Standarrd in Scotland's Schools etc. Act (2000)

## LOCAL STRATEGIES AND POLICIES

Glasgow City Council Strategic Plan 2012-2017  
Glasgow Alcohol and Drug Partnership Prevention and Recovery Strategy 2014-2017  
Glasgow's Community Learning and Development Plan 2015-2018  
Corporate Parenting Policy 2007  
Glasgow Housing Strategy 2011-2016  
Glasgow Tobacco Strategy 2015-2017  
Glasgow Community Planning Single Outcome Agreement  
Glasgow Single Outcome Agreement 2013  
One Glasgow Approach 2011



## GLASGOW CORPORATE PARENTING TEMPLATE EXAMPLE

### Preparation for the production of the Glasgow Joint Corporate Parenting Plan

Name of Corporate Parent Organisation	Main Contact for Your Organisation Please provide name, email address and a phone number	What you will do for Glasgow's Looked After children and young care leavers?	What outcomes do you hope to achieve for the children and young people?	Who will you work in collaboration with to achieve this?	How will you report your progress in an Annual Report to The Scottish Government?
<b>Jobs &amp; Business Glasgow</b>	Peter Clough <a href="mailto:peter.clough@jbg.org.uk">peter.clough@jbg.org.uk</a> 0141 274 3433	<ul style="list-style-type: none"> <li>■ Provide Employability and Personal Development Advice and Guidance</li> <li>■ Provide links to employers and job vacancies</li> <li>■ Support access to and deliver Vocational and Personal Development Learning Opportunities</li> <li>■ Support access to and deliver Vocational Qualifications and Modern Apprenticeships</li> <li>■ Advice and guidance on Business Start Up opportunities</li> <li>■ Referral to specialist support organisations where specific needs are identified</li> </ul>	<ul style="list-style-type: none"> <li>■ Achieving sustainable progression through Strategic Skills Pipeline</li> <li>■ Progressing into and sustaining employment</li> <li>■ Progression into further education/Modern Apprenticeship</li> <li>■ Achieving qualifications</li> <li>■ New businesses created</li> </ul>	<ul style="list-style-type: none"> <li>■ Glasgow City Council services and Arms-Length External Organisations</li> <li>■ The Scottish Government departments</li> <li>■ Third sector organisations</li> <li>■ Department for Work and Pensions</li> <li>■ Registered Social Landlords</li> <li>■ Skills Development Scotland</li> <li>■ NHS</li> <li>■ Police Scotland, Scottish Fire and Rescue, Scottish Ambulance Service</li> </ul>	Jobs and Business maintain the Hanlon Database as a Client Management System and this is used to capture and report back on all client activity, interventions and outcomes. Reports can be easily tailored to produce the evidence and information required to demonstrate progress in an Annual report to The Scottish Government