

Report to:	Executive Committee
Date:	1 March 2023
Report by:	Director, Health and Social Care, Executive Director (Education Resources), Executive Director (Finance and Corporate Resources)

Subject:	Family Support Strategy and Whole Family Wellbeing Funding
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Committee with an update on the Family Support Strategy to deliver earlier, more preventative, strengths-based help and support to families, preventing escalation to care and protection proceedings
- ◆ update the Committee on the proposed spend as agreed by the Children's Services Strategy Group for the Whole Family Wellbeing Funding £1.827m
- ◆ update the Committee in relation to the proposed spend for the £0.8m non-recurring funding for Children and Family support as identified in budget setting for 2022/2023
- ◆ update the Committee on national and local drivers informing the Strategy including the #KeepthePromise Plan 21-24 known as 'The Plan' and funding aligned to develop and enhance earlier help and family support services

2. Recommendation(s)

2.1. The Executive Committee is asked to approve the following recommendation(s):-

- (1)** that the contents of the report be noted; and
- (2)** that the additional posts highlighted at section 6 of the report be approved.

3. Background

3.1. The Promise identified the need to significantly upscale Family Support Services and identified whole family support as a priority in The Plan 21-24. The COVID-19 Children and Families Collective Leadership Group's (CLG) vision and blueprint set out a clear ambition that children and families should be able to access preventative, needs-based support when they need it, for as long as they need it. This embodies the ethos of the Promise by supporting families at their time of need rather than at crisis point, enabling them to flourish and reduce the chances of family breakdown and of children entering the care system.

- 3.2. The overall funding package comprises funding from the Scottish Government matched by funding from the Corra Foundation, NHS funding routed through the Health and Social Care Partnership/ IJB and Council funding committed as part of the 2022 budget investment. These funding streams are interlinked and can be illustrated in the table below to demonstrate the partnership commitment to this initiative.

Table 1

Funding Streams	
Whole Family Wellbeing	£1,827m
Council Change Fund	£0.8m
Health and Social Care Partnership (IJB)	£0.570m
Corra Foundation	£0.487m

Full details of the financial implications are highlighted at section 7 of the report that also highlight funding duration for each funding stream.

In response to this, the Scottish Government has committed to investing £500m Whole Family Wellbeing Funding (WFWF) over the lifetime of this Parliament to support the whole system transformational change required to reduce the need for crisis intervention, and to shift investment towards prevention and early intervention. This is a significant investment and key element of how we will collectively #KeepthePromise by ensuring families can access the support they need, where and when they need it.

- 3.3. The year one funding is, therefore, intended to be flexible to support Children's Services Partnerships to assess local gaps and opportunities and to plan activity accordingly, with a view to laying the groundwork for scaling up transformational activity in subsequent years of the WFWF.

The award identifies 6 spending criteria associated with the fund:-

1. Planning and decision-making are collaborative.
 2. Decisions are based on an assessment of local need.
 3. In line with Children's Rights and statutory guidance on Children's Services Planning, decisions are taken with appropriate consultation of children, young people, families, and existing local providers including Third Sector organisations not currently commissioned by statutory CSP Partners.
 4. Funding is not used to replace or substitute funding for existing services but supports investment in transformational activity and service redesign.
 5. Commissioning and procurement of services supports the outcomes sought from the funding.
 6. Arrangements are in place to ensure that monitoring and reporting contributes to evaluation of the funding and demonstrate progress against the outcomes sought.
- 3.4. The funding must not be used to support business as usual or be used to replace funding already in the system for providing support to families. Rather, the funding must be used as additional resource to support transformation of the system in line with the National Principles of Holistic Family Support and the ambition to #KeepThePromise. The funding awarded to South Lanarkshire is £1.827m for year one.

- 3.5. In relation to the 6 criteria identified above, South Lanarkshire Children's Services Planning Group has undertaken several consultation events and sessions across stakeholders and partners. There is a confidence amongst the Partnership that we have undertaken the use of our data, engaged with service users including children and carers, have made the connections between other partnerships such as Alcohol and Drug partnership (ADP) as well as the Gender Based Violence Partnership and Community Justice Partnership. Following all the above, a draft proposal for commitments to the WFWF has been agreed.
- 3.6. It should be noted also that as well as the funding stream identified above in relation to the Whole Family Wellbeing Fund (£1.827m), the Council have also committed £0.8m to support a change programme for Family Support. There is also a Corra Foundation grant for peer support for those with Lived and Living Experience. This is a 5 year grant of £0.487m and the Health and Social Care Partnership have also committed £0.570m to recruit staff to support parenting initiatives and child development and growth through play. This will include utilising evidence-based parenting programmes such as Solihull approach to support children and families. This will support multi-disciplinary teams in delivering a whole family wellbeing approach and will run in parallel with the Council Change Fund (£0.8m) for Family Support workers.
- 3.7. It should also be noted that as part of the Children's Service Plan for 2023-2026 consultation is currently underway through a Joint Strategic Needs Analysis and the proposals for the early intervention and prevention initiatives highlighted further at section 4 of the report have all been supported across the partnership and wider stakeholders.

4. Proposals

- 4.1. **Early Help Hub.** Social Work undertook a test of change in relation to managing and responding to Requests for Assistance and referrals at the front door of the Service. This saw the creation of an Earlier Help Hub (EHH). The EHH was launched in November 2021 with the aim of providing earlier, more preventative, strengths-based help and support to families. The intention was that this more preventative approach to responding to social work referrals would reduce the need for care and protection proceedings by providing the right help, at the right time and would also create more capacity in locality statutory teams to respond to children in need of care and protection.
- 4.2. The EHH has already started to improve the system and culture in South Lanarkshire as it has brought partners and families together to collaboratively design and implement an earlier, more preventative service that will align us closer to the values of The Promise.
- 4.3. The EHH has been very positively received by families and core partners as they see it as an opportunity to receive an earlier, more preventative, strengths-based and collaborative response from social work and wider partners.
- 4.4. In a short space of time the team has developed an excellent knowledge base of available resources and built good relationships with partners to ensure families can get the right help, at the right time.
- 4.5. The data from the first 5 months of operation indicates that only 7% of 1097 welfare referrals were passed to child and family statutory teams and 15% who did not require social work support were supported to engage with a third sector agency.

- 4.6. The proposal is to upscale this to deliver services in the localities through the current two-family Centres based at Cambuslang and Blantyre and two new Centres in East Kilbride and Lanark. Premises have already been identified that are child and family friendly. The proposal is to use current staff and create additional staff alongside the current Family Centre staff to deliver an Early Help Hub model in each locality.
- 4.7. This will be augmented by £800,000 identified from the Council budget to recruit Family Support Workers in the short term (two years)
- 4.8. **Pathfinder Programme.** As a result of discussion and collaboration between Education, Social Work and through the Children's Services Planning Group, the Pathfinder Initiative was established in 3 secondary schools in Cambuslang and Rutherglen in 2019. The aim of the initiative was to promote effective early intervention and to consider how best to promote resilience and support young people on the 'edges of care', who experienced significant barriers to learning and whose health and wellbeing were at risk. This supported the agenda of the Scottish Government's Independent Care Review.
- 4.9. A decision was made to recruit and establish a team of 6 Pathfinder officers with Community Learning and Development background and skills. Two of the team would be based in each of the 3 schools in the locality and would be managed by the South Lanarkshire Youth, Family and Community Learning Service, linking with the local Social Work Teams through Family Support Workers to address school based and community-based issues for young people on the edge of care. This would support an intervention approach which considered the whole environment of the young person for example, home, school, and the community.
- 4.10. The initiative was independently evaluated and revealed an extremely positive evidence base for the contribution of the Pathfinder team in the three schools in influencing improved life trajectories of vulnerable young people and also in strengthening effective partnership working.
- 4.11. It is proposed and supported by all partners to extend this initiative through the commitment of 8 FTE Pathfinder officer posts for the duration of the WFWF.

5. Third Sector Interface

- 5.1. The grant requires evidence of partnership across governance groups. The Children's Services partnership jointly with the ADP submitted a bid to the Corra Foundation for Peer Review Workers to work with the EHH and the wider partnership as an early intervention approach and have been successful in securing £487,430 to recruit peer support workers to work with families affected by parental substance misuse over a 5 year period, with £97,468 being made available each year. These posts will be based in the EHH.
- 5.2. Also, as part of the Partnership approach, Children First were commissioned to deliver Family Group Decision Making (FGDM). This is an evidenced based intervention with families in crisis, with referral direct or through the EHH.
- 5.3. These tests of change and pilots have now developed into a multi-agency and multi-disciplinary partnership approach. We have identified the need for a Parenting Coordinator, 8 parenting Family Support Workers an administrative data post and a Reflective Practice Coordinator to work with children and families experiencing trauma as well as upskilling and supporting staff. There is a commitment to train dedicated parenting support workers through the third sector to deliver early help

and interventions within an emerging early intervention strategy developing for South Lanarkshire.

5.4. The aim of the WFWF is to create the capacity to support the development of holistic whole family support services. It has also set out the ambition that, by 2030, at least 5% of community-based health and social care spend should be going towards preventative whole family support measures.

5.5. Long term outcomes for children, young people and families through the WFWF will contribute to:-

- ◆ reduction in families requiring crisis intervention through a shift in investment towards prevention and early intervention
- ◆ reduction in the number of children and young people living away from their families, by strengthening and supporting families to stay together where children are safe and feel loved
- ◆ increase in families taking up wider supports, such as employability support, contributing to a reduction in children living in poverty or entering poverty across the six priority family types as identified in the first Tackling Child Poverty Delivery Plan
- ◆ evidence based parenting programmes based on need will improve the outcomes for children and young people . For example, intervening early with behavioural problems reduces negative social outcomes , including school disruption, family stress and disfunction, drug and alcohol problems, and crime and antisocial behaviour

5.6. Through the Children's Services Planning Group, the aim is to develop and establish a whole family support service that is multi-disciplinary and multi skilled. The Service will be delivered within the four localities through the EHH. Screening and direct intervention at locality level will ensure that families are not passed between services.

6. Employee Implications

6.1 The following posts at 6.3 will be added to Social Work Resources and Education Resources establishment on a permanent basis with the exception of the Service Manager post which is 12 months fixed term.

6.2. It is recognised that if funding does not continue (proposed for the duration of the current Parliament) at the end of the funding the postholders will be transferred to vacancies within the establishment.

6.3. Whole Family Wellbeing Fund

Post	Proposed Number of Additional posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3%	Total Costs
Service Manager	1	Grade 5 Level 8	107 - 108	£36.64 - £37.17	£66864 - £67,832	£87,124 - £88,384	£87,124 - £88,384
Team Leader	2	Grade 3 Level 8	79 -80	£24.28 - £24.64	£44,309 - £44,966	£57,737 - £58,590	£115,468- £117,180
Social Workers	2	Grade 3 Level 4	72 -74	£22.07 - £22.53	£40,276 - £41,115	£52,479 - £53,573	£104,958 - £107,146

Pathfinder Officers	8	Grade 3 Level 2	63 -65	£19.47 - £20.00	£35,531 - £36,498	£46,297 - £47,557	£370,373 - £380,455
Parenting Support Workers	8	Grade 2 Level 1 - 4	34- 57	£13.25 - £17.88	£24,180 - £32,629	£31,506 - £42,516	£252,052 - £340,127
Reflective Practice Co-ordinator	1	Grade 3 Level 8	79 -80	£24.28 - £24.64	£44,309 - £44,966	£57,737 - £58,590	£57,737 - £58,590
Promise Development Worker	2	Grade 2 Level 2 -	39 - 40	£14.15 - £14.33	£25,822 - £26,151	£33,647- £34,075	£67,294 - £68,150
Clerical Assistant	1	Grade 1 Level 4	30 - 31	£12.59 - £12.76	£22,975 - £23,286	£29,937 - £30,341	£29,937 - £30,341
	25						£1,084,702 - £1,190,373

Council Change Fund

- 6.4. The following posts will be added to the Social Work establishment for a fixed term of 23 months.

Post	Proposed Number of Additional posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3%	Total Costs
Family Support Workers	7	Grade 2 Level 1 - 4	34- 57	£13.25 - £17.88	£24,180 - £32,629	£31,506 - £42,516	£220,545 - £297,611

Corra Funding

- 6.5. The following posts will be added to the Social Work establishment on a permanent basis and at the end of the funding the permanent posts will be transferred to vacancies within social care.

Post	Proposed Number of Additional posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3%	Total Costs
Peer Support Workers	3.5	Grade 1 Level 4	30 - 31	£12.59 - £12.76	£22,975 - £23,286	£29,937 - £30,341	£104,780 - £106,195

7. Financial Implications

Whole Family Wellbeing Funding (WFWF)

- 7.1. The Scottish Government have provided £1.827m in 2022/2023 for the WFWF to support local authorities to start to shift spending away from crisis intervention and more towards preventative whole family support.
- 7.2. The cost of the 25 FTE posts in table 1 is £1.190m. Previous reports to Social Work Committee in January 2021 and June 2021 established a Fieldwork Manager, 2 Team Leader, 3 Family Support Worker, a Parenting Support Co-Ordinator and Team Leader for Supported Carers with the posts being funded from the Community

Mental Health & Wellbeing Fund (CMH&WF). These posts are now being aligned to the Whole Family Wellbeing funding at a cost of £0.437m.

- 7.3. Infrastructure Costs of £0.287m are required for property costs for the new family support hubs in East Kilbride and Lanark (£0.070m), IT costs, including phones for new staff (£0.040m), a programme budget for Groupwork and Family support programmes for individuals and families (£0.030m) and third sector support to enable capacity building for early intervention parenting support (£0.147m).
- 7.4. The total cost of the proposals is £1.914m, of which £1.826m is recurring. The cost of the Service Manager post which is fixed term for 12 months will be funded from slippage in the funding in 23/24 due to the timescale to recruit and appoint to posts.

Summary of costs	
New posts	£1.190m
Existing posts	£0.437m
Infrastructure costs	£0.287m
Total costs	£1.914m
Fixed term Service Manager post	(£0.088m)
Recurring total costs	£1.826m

Change Fund

- 7.5. £0.8m Change fund has been allocated to Social Work to develop the family support strategy over a two-year period. The cost of the posts at Table 2, which will be aligned to the Family Support Hubs, will require approximately £0.6m from this funding over the two-year period.

The Corra Foundation

- 7.6. £0.487m has been awarded over a five-year period by The Corra Foundation to recruit peer support workers to work with families affected by parental substance misuse. These posts will be aligned to WFWF. This equates to £97,468 per annum. The cost of the posts in table 3 is £0.106m and the shortfall of £0.009m will be managed within the overall WFWF.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no implications for climate change, sustainability, or the environment in terms of the information contained in this report.

9. Other Implications

- 9.1. There are no risk implications associated with this report.
- 9.2. There are no other issues associated with this report.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. This report does not introduce a new policy, function, or strategy, or recommend a change to existing policy, function, or strategy and, therefore, no impact assessment is required.
- 10.2. Consultation has taken place with the Children's Services Strategy Group, stakeholder feedback through Inclusion as Prevention who have informed the Partnership as well as the consultation and engagement events undertaken by the Community Mental Health and Wellbeing work involving 3500 children. Parent and carer feedback has been gained through the parenting support pathway and Champions Board engagement and consultation about 'what works' in early intervention. Engagement also took place with the Gender based Violence

partnership about non stigmatised supports and the Alcohol and Drug Partnership in relation to people with Lived and Living Experience and My Support Day Family support to seek family and carers views.

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28 December 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Focused on people and their needs
- ◆ We will work to put people first and reduce inequality
- ◆ People live the healthiest lives possible

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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