Supporting the
Third Sector Project

# Whole Family Wellbeing Fund
Case study 2

## Positive Planning: Glasgow

Glasgow Council for the Voluntary Sector

## Background

This year (2022-23) is the first year of the Whole Family Wellbeing Fund (WFWF), with the £32 million allocation aiming to support Children's Services Planning Partnerships (CSPPs) to:

- Build transformational capacity within each CSPP.
- Test new system approaches to family support in line with strategic plans.
- Scale existing transformative and effective approaches which align with the National Principles of Holistic Whole Family Support, with a view to making the case for their integration into longer term local investment plans.

Both **Part 3 of the Children and Young People Act (Scotland) 2014** and the **Statutory Guidance on Part 3 (Children's Services Planning) of the Children and Young People (Scotland) Act 2014** highlight the important role that the third sector plays within the local Children's Services Planning process. Multiple roles for the third sector are defined including:

- The preparation of, and consultation on, the Children's Services Plan, to ensure the plan is fully integrated and makes best use of all resources in the area to deliver on local priorities.
- Providing insight on the needs of the local population.
- Joining up with other local partners to agree priorities and actions.
- Identifying all the links and key transition points between services.
- Representing the interests, views, concerns, and wishes of people who use, or are likely to use, any children's or related services.
- Acting as the strategic group responsible for the development and delivery of the plan.
- Ensuring collaboration at every level. (i.e., strategic, operational, frontline).

## Context

Glasgow Council for the Voluntary Sector (GCVS) is part of the Third Sector Interface (TSI) in Glasgow and plays a key role in enabling the third sector to participate in Glasgow Health and Social Care Partnership strategic groups. GCVS has a dedicated and experienced Children's Services Team to support the sector to contribute to the planning of children's, young people's and family support services and represent the sector's interests and contribution. The third sector is represented on the CSPP Executive Group and the Children's Services Partnership Manager supports a **Third Sector Citywide Forum** to drive forward positive change in this policy area, ensuring that GIRFEC, UNCRC and The Promise continue to be embedded in practice.

Aligned with and adding value to this existing work, GCVS manages a time-limited 'test of change' project with third sector providers and the HSCP – **The Glasgow Promise Partnership** (funded by the Corra Foundation). In the context of the announcement of WFWF investment, this project has important touchpoints and learning.

The following description of family support activity in Glasgow, the assessment of what has worked well to date and recommendations for the future is based on evidence from GCVS.

## The view from GCVS...

### Family support

In Glasgow the following work has taken place to focus on the policy area of family support:

- **Family Support Strategy:** The process around development of the family support strategy in Glasgow was felt to be genuinely collaborative and the third sector felt able to contribute and was pleased with the outcome.

- **The Glasgow Promise Partnership** funding has allowed GCVS, a cohort of third sector providers and HSCP, to expand and intensify our work using co-production principles and a partnership working ethos. The project is underpinned by a clear rationale based on a **family support services mapping**, community engagement, co-design practice and consultation with commissioners, providers, and users of family support services. The partners are now acting on what this collective evidence is telling us.

  The outcomes and learning will provide benefits for the people who use services and inform commissioners in designing specifications and approaches to commissioning family support services that will deliver improved outcomes for families, more holistic joined up services and promote collaboration in delivery.

- **Commissioning and procurement of Family Support Services:** commissioning and procurement challenges and opportunities to reform approaches are threaded throughout key policy documents relevant to Whole Family Support and adult social care more broadly *(The Feeley Report Chapter 9)*.

- We are pleased to note that the guidance around WFWF explicitly mentions *'taking a **flexible approach to commissioning and procurement**, that enables flexible delivery based on the needs of families and uses an appropriate range of service delivery partners, including the third sector'*. We were also encouraged that it states, *'**consider the use of public social partnerships and alliances** involving an appropriate range of third sector and community partners.'*

- Third sector providers are keen to see a move away from the dominance of competitive procurement practice in social care including in child and family support services, too often driven by price and a competitive market environment.

- In Glasgow, this isn't always the case as there have been consortia, alliances, direct awards, grants and potentially looking at Public Social Partnerships. To deliver on The Promise, and Whole Family Support principles, commissioning and procurement approaches need to reflect more sustainable, collaborative, and ethical commissioning, squarely focused on achieving better outcomes for people using services and valuing and improving the experience of all staff delivering them.

- GCVS has a dedicated post, Procurement Policy Manager, to maintain a focus on working with sector partners and statutory partners to explore alternatives to standard form competitive procurement – encouraging best use of the flexibilities and alternative approaches to procurement (e.g., Light Touch Regime, Alliance Contacting etc). We will continue to have constructive dialogue with commissioners across the HSCP and are hopeful that the WFWF investment and outcomes will inform future commissioning and procurement innovations.

## Engagement with children, young people and families

As noted above, The Glasgow Promise Project has used the Scottish Approach to Service Design to involve young people and families in co-designing services based on their needs, insights and experiences. All partners hope this will lead to a focus on early intervention and preventative services which is aligned to the WFWF intended outcomes. Although we are working in a Glasgow context, the learning and outcomes will be shared more widely at the end of the project in June 2023.

## Third sector collaboration in WFWF

The third sector reps on the HCSP strategic groups, especially the CSPP Executive Group, receive regular updates on the planned implementation of the WFWF. The aims and opportunities around this investment are viewed as important for providing further tests of change to inform new models and approaches that best meet the needs of families at a neighbourhood and a city level.

In addition, our work on The Glasgow Promise project will help inform new approaches for how services could be commissioned, making use of procurement flexibilities whilst remaining legally compliant.

## Learning and recommendations

We would cite the importance of:

- Regular and clear communication and engagement with all stakeholders: Scottish Government, local government, HSCP, the third sector and especially local level market engagement on the planning and investment decisions regarding WFWF.

- Collaborative oversight of the investment decisions and outcomes - building on what works well, service gaps plugged and commissioning and delivery innovations. Multi-annual funding and encouraging consortia bids would also yield better planning / outcomes with evaluation of these built into the funding envelope.