No Wrong Door

Information Brochure

2025

NO WRONG DOOR

Imagine a system where, no matter where someone first asks for help, they get the support they need from a supportive network of services offering the **right help**, in the **right place**, at the **right time**.

www.gcvs.org.uk/policy/no-wrong-door/

Working together to end child poverty

Glasgow is a vibrant city, but too many of our citizens still face the harsh realities of poverty, with 1 in 3 children living in relative poverty. To tackle, prevent, and eventually end child poverty, we must reimagine how city organisations work together and support those in need. We've started this journey, and it will take time, collaboration, and commitment.

Our public, third, and housing sector partners are united by a common goal: prioritising child poverty in Glasgow. This ambitious vision is being realised through the multi-agency Child Poverty Programme, developed in partnership with the Scottish Government and the city's Community Planning structures.

At the core of this vision is the Glasgow No Wrong Door Network—a growing collective of service providers and third-sector organisations dedicated to creating a better, more connected system for families experiencing poverty.

The Story So Far

2011

The Christie Commission established the standard for whole-system change, and this vision remains relevant today.

"The goal must be nothing less than the substantial transformation of our public services and the prize is a sustainable person-centred system, achieving outcomes for every person in every city."

The journey towards a Glasgow No Wrong Door approach brings us closer to this vision.

2017

The Scottish Government set ambitious targets to tackle child poverty with the Child Poverty Act. Since then, the economic recession and the COVID-19 pandemic deepened the scale of the challenge.

Workshop Reflections

Community - Interventions are often best delivered in a safe and secure environment with a local understanding and meaningful relationships.

Communication - The 'system' is a busy landscape. Individuals and organisations alike find it tricky to navigate.

Timing - Building relationships takes time. Many interventions are long-term and more difficult to measure.

Prevention - After a crisis point, families seek to build resilience. They need a suite of long-term interventions that they'll utilise over that period.

No Wrong Door - The concept of No Wrong Door was mentioned numerous times as a possible mitigation to the system's complexity.

2019

Glasgow city partners developed a Glasgow Vision; a shared ambition to create real change across its people and places by reshaping how collective resources are used more effectively, ensuring parity across citizens, communities, the city, and its partners.

2022

The Improvement Service organised three workshops with representatives from the Scottish Government, Glasgow City Council, and cross-sector organisations invested in family support. These sessions aimed to understand the current successes and barriers to effective delivery of Child Poverty interventions in Glasgow, before guiding participants to consider and articulate what must be done to remove barriers locally and nationally.

The workshops led to the formation of the **Child Poverty Pathfinder**, a multi-agency team supported by the Scottish Government's 'Best Start, Bright Futures—Child Poverty Action Plan'. The Pathfinder's dual focus was to reduce child poverty levels to the targets set out by the Scottish Government while also identifying and addressing systemic barriers that would prioritise prevention and early intervention.

Plans to Tackle Child Poverty in Glasgow

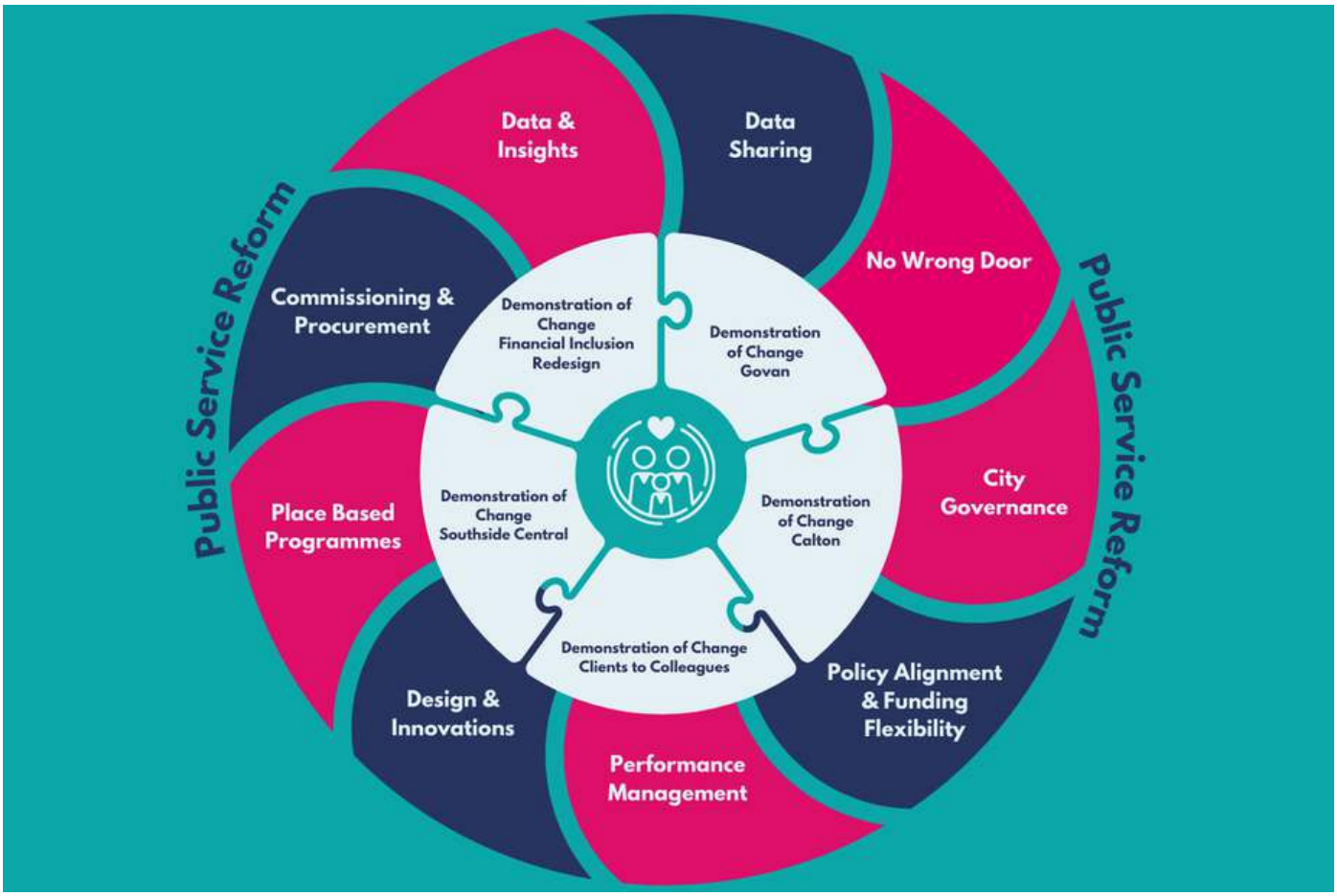
The Community Planning Partnership (GCPP) updated the Local Outcome Improvement Plan (LOIP) to make family poverty a central focus.	Glasgow City Council has reaffirmed its commitment to addressing child poverty in its strategic plan for 2022 to 2027.	The Integrated Children's Services Plan highlights tackling child poverty as a key priority.

From Pathfinder to Programme

Since its formation in 2022, the Child Poverty Pathfinder has developed into a Programme that aims to:

- Reduce levels of child poverty by lifting families out of poverty as well as undertaking both preventative and early intervention activities underpinned by holistic, person-centred support.
- Demonstrate the benefits of a public service reform approach consistent with the Christie Principles.
- Illustrate the wider impact on families through improved user voice.

The workstreams of the Child Poverty Programme each aim to turn the identified **barriers** into **enablers** for change.



Alongside these workstreams, the Child Poverty Programme has initiated five 'Demonstration of Change' projects (DoCs). The DoCs will illustrate the shift in focus from crisis management to early intervention and new approaches to working. The process in each Booster Ward looks like this:

Gathering data, feedback and insights from the local community

Co-design solutions with local partners and local people

Implement solutions that seek to improve outcomes for families through prevention and early intervention

Measure the success of the new interventions with the new performance monitoring framework

Demonstrations of Change will capture and utilise ongoing learning to inform public sector reform and future DoCs.

What is a No Wrong Door approach?

Our system does incredible work but is unsustainable, short-sighted, and fragmented. Relying on the heroism of individuals and their services isn't enough. It's time for transformative change to create a system that works efficiently for everyone.

Families have to knock on different doors for support, only to find some closed or unable to help. Imagine a system where every door was the right one. No Wrong Door provides a solution, ensuring seamless, person-centred support for all.

A citywide No Wrong Door guarantees individuals the right assistance, regardless of where they first engage in the system. It's about improving access to support through a collaborative network of services, ensuring the right support is provided in the right place and at the right time.

No single service can be everything to everyone, but it can be a door into the most appropriate support. No Wrong Door uses our collective resources to support people into sustainability and resilience, removing future pressures on our services and our citizens.

Our Vision

A system where, no matter where someone first asks for help, they get the support they need from a supportive network of services offering the right help, in the right place, at the right time.

Our Team

Kirsty Whiteside
Workstream Lead
kirsty.whiteside@glasgow.gov.uk

Stacy Shaw
Strategic Housing Professional
stacy.shaw@glasgow.gov.uk

Geraldine Norval
Development Officer
geraldine.norval@glasgow.gov.uk

Susan Robertson
Communications Officer
susan.robertson@gcvs.org.uk

Sheena Arthur
Partnership Manager Health & Social Care
sheena.arthur@gcvs.org.uk

Sandra Hendry
Project Manager
sandra.hendry@clydegateway.com

Maja Naumczyk
Community Engagement Lead
maja.naumczyk@gcvs.org.uk

Guiding Principles

Over the last year, through consultation with NWD members, we have agreed on the following guiding principles:

To work in **partnership** to deliver better outcomes for families.	To place **people** at the heart of everything we do.
To operate honestly, building trust through clear communication and accountability.	To work towards **equality** and **inclusion,** where people receive the support they need regardless of their circumstances.
To deliver services with **compassion**, **understanding**, and **sensitivity** using a **strength-based** approach.	To champion **early intervention** and **prevention**, adapting to the changing needs of citizens.

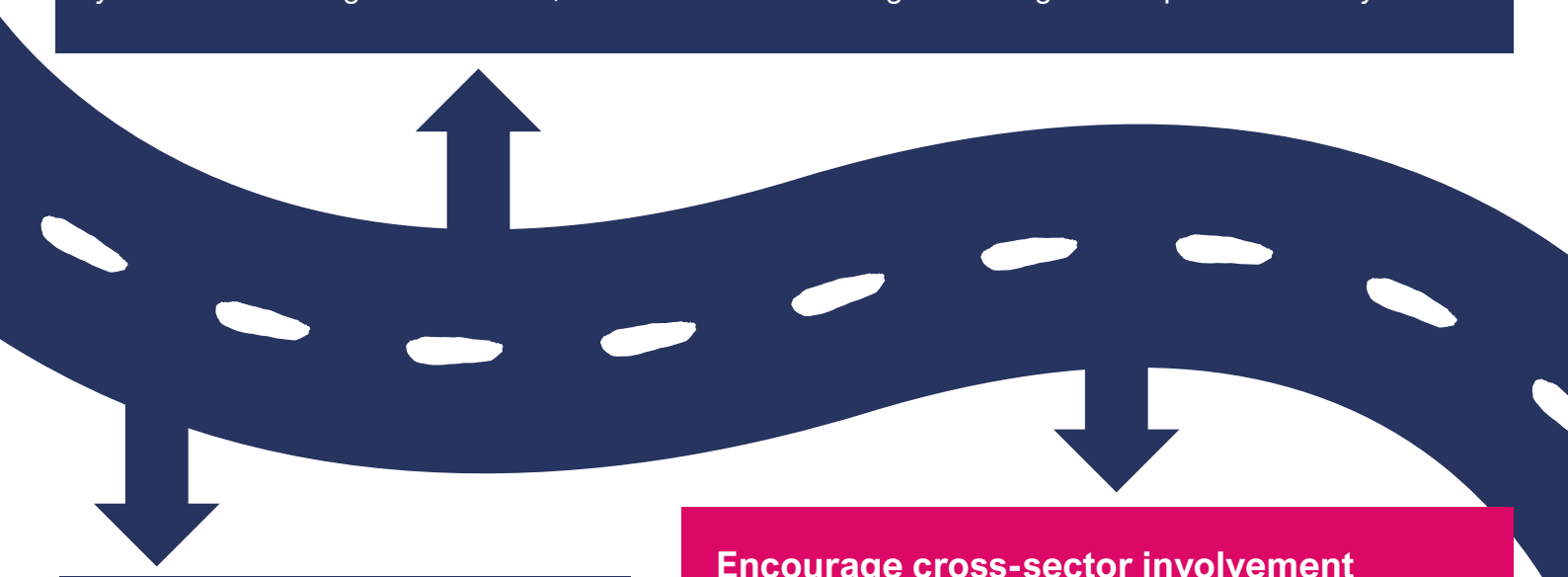
Updating Our Road Map to Success

Overcome Data Protection & GDPR Restrictions

Navigating data protection regulations is one of the biggest system-level challenges we faced when trying to offer seamless, person-centred support. Families often have to repeat their story to multiple services due to strict, inconsistent, or unclear approaches to data sharing, creating unnecessary barriers at a time when they most need joined-up help.

Through our Demonstrations of Change, we are actively exploring how to overcome these barriers in a safe, legal, and ethical way. We are working closely with legal partners to develop standardised data-sharing agreements that can be adopted across organisations, reducing duplication and improving confidence between services.

In parallel, we are mapping current systems and scoping requirements for a shared case management solution that would allow secure, two-way information sharing across services. Ultimately, we want families to tell their story once, and for services to work behind the scenes to make sure the right support is in place. A digital solution, co-designed with our network and informed by real-world testing in local areas, will be critical to making No Wrong Door a practical reality.



Co-develop a shared assessment tool

The Tell Your Story working group has now concluded its co-design project. In this project, service providers and citizens collaborated to design solutions for a shared assessment tool that can be rolled out across the network to minimise duplication and ensure smooth transitions between services. The report will be available soon.

Encourage cross-sector involvement

The fast-growing NWD Network now has 202 organisations signed up and committed to achieving our vision.

We will continue strengthening cross-sector collaboration over the coming year, deepening our relationships across the DoCs and booster wards. Additionally, we will launch an online platform designed to foster connection, collaboration, and engagement within the NWD network. This platform will serve as a central hub for updates, resources, events, and opportunities to shape our work together.

Understanding Early Intervention

Early intervention is a term we often hear, but what does it really mean in practice? How can we ensure that families understand, trust, and benefit from it?

The Early Intervention Working Group was formed to address these questions. This group brings together frontline staff, community organisations, and strategic partners to develop a common understanding of what early intervention looks like in communities.

At its core, early intervention involves recognising needs before a crisis arises and implementing the right support to prevent escalation.

However, early intervention is not just about the type of support provided; it is also about how it is delivered. This means being proactive, building relationships, and being rooted in the local community. It requires services to work together seamlessly rather than in silo. It's essential for families to feel seen, heard, and understood, rather than judged or shuffled between services.

Through our Demonstrations of Change, we will explore practical ways to achieve this, including coordinated outreach, improved data utilisation, peer support models, and integrated case management. We will also collaborate with local communities to understand what early help could have made a difference in their situations and use those insights to shape future services.

The ultimate goal is to create a system that not only responds to crises but also prevents them, building family resilience, improving outcomes, and reducing long-term pressures on services.

We aim to establish a consistent training and development offer, beginning with Early Intervention, to foster a shared understanding and practice across the network.

We will continue to listen to and respond to the network's needs, ensuring members feel connected, supported, and empowered to play an active role in shaping the future of No Wrong Door — locally and citywide.

NO WRONG DOOR

Be Part of the Change.

If you are interested in joining a network of like-minded professionals with a shared commitment to reducing child poverty, we will include you in:

- Regular communications from the Glasgow No Wrong Door Network, including invitations to events and development opportunities.
- Engagement with the development of Glasgow's Child Poverty Programme.
- Meaningful co-design opportunities to establish the NWD framework together.

Visit our website: https://gcvs.org.uk/policy/no-wrong-door/ to sign up.

We are particularly keen to hear from organisations based in our focus areas: Southside Central, Calton, Canal, Drumchapel, Anniesland, Garscadden, Scotstounhill, East Centre, Linn, Greater Pollok, Springburn, Robroyston and Govan. These are the wards that we have identified as experiencing the highest rates of child poverty in Glasgow.

If you have any questions about No Wrong Door or the Child Poverty Programme, please email NWD Workstream Lead, Kirsty Whiteside: **kirsty.whiteside@glasgow.gov.uk.**