



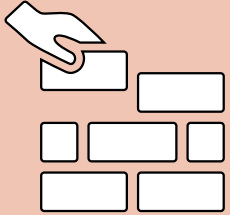
Glasgow Child Poverty Programme: Overview timeline



Scottish Government
Riaghaltas na h-Alba
gov.scot

is.
improvement service

Overview timeline



Strategic Foundations (2011-2019)

Christie Commission (2011): blueprint for public service reform (People, Prevention, Performance, Partnership).

Glasgow Vision (2019): recognition of a need for a multi-agency approach to the city's complex challenges.

Children's Services Reform: A 10-year process focused on shifting the approach to risk by viewing families as assets and not burdens, resulting in halving the number of children in care.



Covid and Growing Pressures (2020-2022)

Covid: the pandemic unveiled the potential for continued momentum to tackle inequality in a more agile, creative way.

Growing pressures: high child poverty levels, financial constraints, fragmented services.



Pathfinder Development (2022)

Leadership commitment: awareness of unchanged systemic inequalities requiring a city-wide approach to solutions.

Prospectus for Action: identified need to develop a multi-agency partnership, action plan, pathfinder project.

Funding flexibility to align workstreams

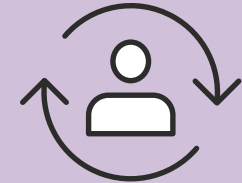
Development of the Pathfinder: change capacity investment in a multi-disciplinary team.



Progressing the Pathfinder (2022-2024)

Community Planning Partnership revitalised, with child poverty as single priority, and development of Performance Management Framework.

Building the multi-agency Pathfinder team, with a focus on No Wrong Door, services & campaigns, data, funding flexibility & procurement, and accountability and culture.



Transition to Programme (2025 onwards)

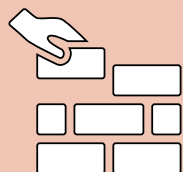
Transition from Pathfinder design and theory to Programme implementation.

Identity as a public service reform programme, with future potential to focus on issues other than child poverty.

Public Service Reform Taskforce established.

Timeline

Strategic Foundations (2011-2019)



Christie Commission (2011)	Christie Commission published as a blueprint for developing and delivering public services in Scotland. The Commission identified four key pillars: People, Prevention, Performance, and Partnership.
Glasgow Vision (2019)	A recognition from leadership across Glasgow City Council and key community planning partners, including Scottish Enterprise, Glasgow Life, the Health and Social Care Partnership and Skills Development Scotland, that there needed to be a shared mission for Glasgow's long-term transformation. Although disrupted by the pandemic, the Vision centred around: building on some of the city's key strengths and areas of potential; bolstering collaborative working; and addressing complex challenges including enduring inequalities and the increasing pressures on public budgets, an ageing population, shifts in the economy, automation and climate change challenges.
Children's Services Reform	A 10-year process of Children's Services Reform within Glasgow focused on shifting the approach to risk by viewing families as assets and not burdens, resulting in halving the number of children in care. This provided an example of strategic and operational change that demonstrated a better way of working across partners and with Glasgow's families.

Covid and growing pressures (2020-2022)



Covid	While the pandemic posed significant challenges for citizens and public services, it also created a unique environment where traditional constraints particularly around funding and service commissioning were relaxed. This allowed for a more flexible and dynamic response, with multiple agencies collaborating effectively to address urgent community needs. That period of crisis revealed the potential for more agile, cooperative approaches to public service delivery, sparking conversations about how to sustain that momentum beyond the emergency..
Growing contextual pressures	The post-Covid landscape in Glasgow was shaped by multiple pressures, including high child poverty levels, financial constraints within the public sector, growing demands from the third sector for different ways of working, growing awareness of the scale of duplication and fragmentation across services, and insights from the Local Child Poverty Action Report.

Pathfinder Development (2022)



National and local leadership commitment to change	Senior leaders across Glasgow were coming together to engage meaningfully in conversations about funding, operationalisation and long-term collaboration, reflecting on lessons from the pandemic and the ambitions of the Glasgow Vision. Leaders were increasingly articulating that systemic inequalities, such as child poverty, were not improving and couldn't be fixed by one organisation alone and a city-wide approach was required. At the same time, national and local government were engaging in honest and realistic conversations about challenges, targets and their roles in tackling child poverty, recognising the need for change.
Prospectus for Action	Supported by the Improvement Service, the Scottish Government, COSLA and Glasgow City Council embarked on an ambitious piece of work to examine in a holistic fashion what is known about child poverty across the city, what are the scale and scope of interventions currently in place to address this, what do we need to maintain and what are the barriers to these interventions being effective. The recommendations included: creating a multi-agency partnership governance structure; refining and developing a detailed action plan; and implementing the changes identified through a pathfinder project.
Funding flexibility	Negotiations with the Scottish Government afforded Glasgow City Council with increased flexibility around funding arrangements. This included the ability to carry forward funding and align different funding streams, such as the Whole Family Wellbeing Fund and No One Left Behind, with no expectation of immediate spend or delivery. These flexibilities enabled Glasgow to take a more innovative and responsive approach to this systems change work.
Development of the Pathfinder	Glasgow City Council, the Scottish Government and key community planning partners recognised the need to invest in change capacity for Glasgow, not just within the council but across the city, to enable a collective and sustained approach to tackling child poverty. This resulted in a multi-disciplinary, multi-agency team, focused on developing and testing transformational approaches to tackle child poverty that address system-wide barriers, as well as the way that services are designed and delivered for families.

Progressing the Pathfinder (2022-2024)



Progressing the Pathfinder

The Pathfinder assembled a growing multi-disciplinary, multi-agency team, structured around key workstreams including No Wrong Door. Services & Campaigns, Data, Funding Flexibility & Procurement and Accountability & Culture.

Community Planning and performance framework

There was a shared recognition among Community Planning partners that the Partnership needed to be revitalised, with a focus on working more closely with national government, using learning from the Pathfinder, and providing clear governance. At the same time, Glasgow undertook a refresh of their 10-year Local Outcome Improvement Plan and based on learning from Covid and the Pathfinder, narrowed the focus to one priority: tackling child and family poverty. Alongside this, the CPP developed a performance management framework for collaboratively articulating outcomes and defining success.

Transition to Programme (2025 -)



Pathfinder to Programme

The Pathfinder assembled a growing multi-disciplinary, multi-agency team, structured around key workstreams including No Wrong Door. Services & Campaigns, Data, Funding Flexibility & Procurement and Accountability & Culture.

Contact us

Improvement Service Team: psr@improvementservice.org.uk



Scottish Government
Riaghaltas na h-Alba
gov.scot

