

STRATEGIC PLAN

2021 – 2024

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Approved by: Board

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1. INTRODUCTION

- 1.1. This Strategic Plan sets out the initial actions that Elpis will undertake backed up by a Development Plan. It also includes a range of other options/actions that will be considered over the course of the next 3 years. The Plan will be reviewed and updated by the Board at least annually.
- 1.2. The Elpis Trust Strategic Plan 2021 – 2024 builds on the previous plan which brought about the successful introduction of the Elpis Care Moving-on Project (ECMO), improved governance and an improved financial situation.
- 1.3. Two years ago, we developed a Strategy document that contained details of Elpis' services and their development over time; examined the outcomes and impact on the young women whom we support; explored the governance and structure of the organisation, and highlighted unmet needs identified as key areas for fundraising and development in order to establish the ECMO Project. Since then, Elpis has significantly changed strategically and operationally and become much more outward facing; facilitated to a large extent by new Board members bringing valuable skills and insights, and outcomes of the consultancy work undertaken since summer 2019.
- 1.4. The Strategy document of 2018 highlighted the changing nature of experiences that brings young women into Elpis, so responding creatively and appropriately to the changing and dynamic needs of the young women for whom we are responsible is essential.
- 1.5. This plan has been developed through engagement with service users, staff and partners and is intended to outline potential areas for development up to our 50th anniversary in 2024.
- 1.6. It sets out the context for the strategic thinking arguing that working towards service improvement is essential. It outlines the current policy environment and, secondly, services that are offered to young women affected by a range of complex issues by other providers. A number of Appendices give further information.
- 1.7. This Plan comes at a time of unprecedented disruption to individuals and the state. The COVID-19/Coronavirus pandemic has produced massive health issues for many people as well as having a significant effect on individuals' income/jobs and the viability of many businesses.
- 1.8. By the end of 2020, the UK government will have borrowed £400bn and unemployment is expected to rise 2.6 million by the middle of 2021. Whilst the Westminster government has outlined extra spending available both UK wide and in Scotland in 2021/2022 to alleviate some of these issues, it is anticipated that government spending will be cut back in future years. This will impact at a Scottish level and within each local authority.
- 1.9. Added to this anxiety is the yet unknown impact of Brexit. One area of particular interest for those working in the voluntary sector is what will replace the European Social Fund which has traditionally supported work with those in most need.

- 1.10. 2021 will see elections for the Scottish Parliament, which might affect future policies and may also lead to a further referendum on independence for Scotland.
- 1.11. However, we are working in a context that has built up since the introduction of the Scottish Parliament/Scottish Government of a positive policy context in relation to many of the issues faced by those likely to use the services available through Elpis. Many of these policies recognise deficiencies in previous provision and, along with providing funding, are now trying to bring about positive change in the lives of many of the most vulnerable in our society.
- 1.12. On the negative side, it is argued by some that too many responses have been centralised and are not within the control or governance of local authorities or health boards.

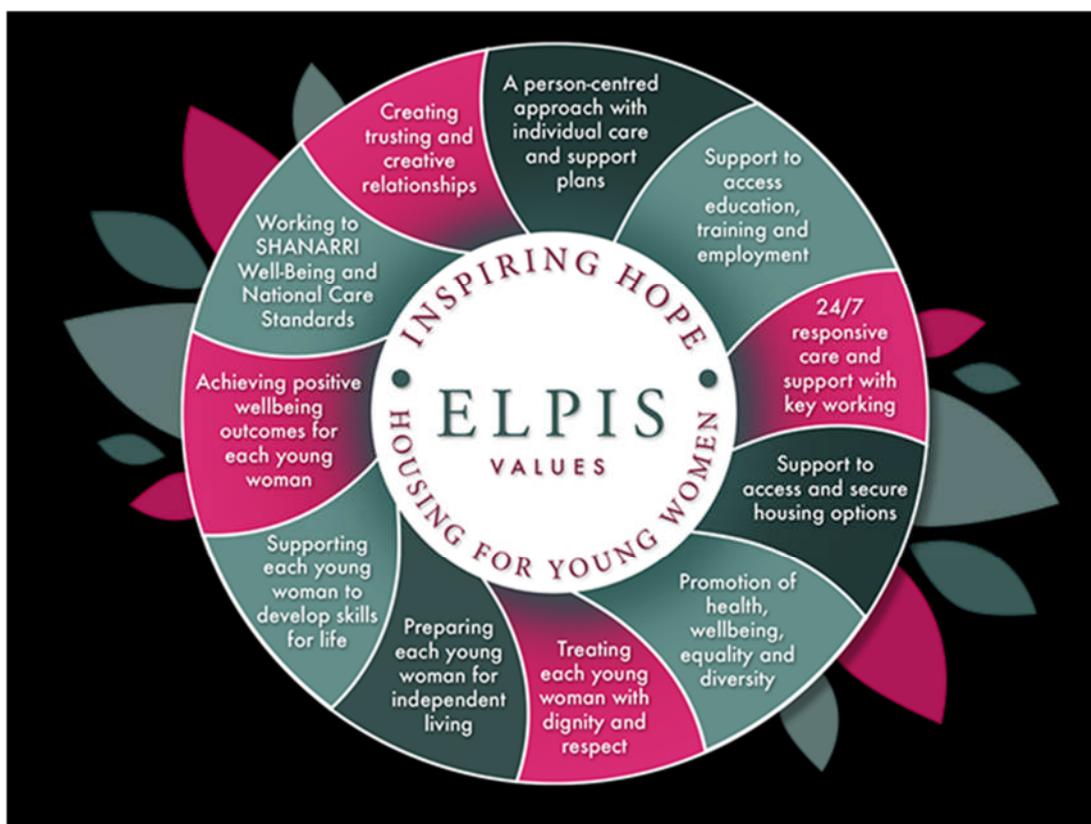
2. ELPIS

- 2.1. Elpis has been providing good quality innovative services to young women aged between 16 and 25 who are in need for nearly 50 years through direct referrals from Glasgow City Council/Glasgow Health and Social Care Partnership.
- 2.2. These services are targeted at those described as “care experienced”, having been looked after at some point by the local authority, those who are unaccompanied asylum seekers and those who are homeless.
- 2.3. Many of the young women who use the services have had chaotic lives characterised by lack of stable family life and multiple placements away from home. They have either experienced directly or indirectly mental health issues, substance misuse issues, homelessness, violence and abuse, poverty, offending behaviour, disrupted education and unemployment. The table below sets out the needs identified through internal monitoring.

Needs Profile	Numbers Affected
Personality Disorder & PTSD	1
Mental Health	27
Autism	4
Attachment Disorder	5
Learning Difficulty	5
Drug, Alcohol, Substance Misuse	18
Asperger's	2
Self-Harm & Suicidal Ideation	13
ADHD	1
Offending Behaviour	10
Developmental Trauma	4
Risk Taking in the Community	12
Gender Identity	1
Low Self-Esteem	6

Challenging Behaviour	20
Trafficked	4
Sexual Exploitation	19

- 2.4. Elpis has been able to provide many of the service users with hope for the future through the provision of accommodation and support that tackles the issues in their lives and provides them with additional resilience and self-belief to move forward.
- 2.5. It is clear from analysing Elpis’ work and the wide range of reports and reviews referred to in this strategy that there is a clear need for such services and that many others might benefit from the individually tailored services that Elpis can provide.
- 2.6. It is well recognised that many services struggle to provide for those in greatest need or who have the most challenging issues in their lives.
- 2.7. Elpis works to the values outlined in the diagram below.



- 2.8. Currently Elpis provides 9 places in its core unit in Mayfield Street and a further 9 places in scatter flats in Maryhill and Ruchill. This accommodation is rented to Elpis by Maryhill Housing Association.
- 2.9. Every year Glasgow City Council refers more young women to Elpis than it possible to accommodate. In 2019 – 2020 there were 31 referrals, of whom 14 young women were accommodated. Some of those not accommodated had needs that were too great for the service to meet.

- 2.10. It is clear from the number of referrals that Elpis has not been able to accommodate that further provision is required.
- 2.11. The age of the 14 women accommodated in 2019 - 2020 was as follows and reflects the greater number of 16/17 year olds being referred:

Age	
16 – 17	7
18 – 21	4
21+	3

- 2.12. Their backgrounds were:

Background	
Care experienced	7
Homeless	3
Unaccompanied asylum seekers	4

- 2.13. The table below shows the length of time spent in Elpis, as at January 2021, of the 16 women in residence - demonstrating that Elpis is able to meet needs appropriately over long periods until it is time to move on. A combination of referrals and the range of complex needs means that longer placements are being sought by Glasgow City Council to meet the needs of service users. However, longer placements results in fewer being available.

Length of service provided	
Less than 1 year	5
1 – 2 years	5
2 – 4 years	6

- 2.14. In the last 18 months, Elpis has generated new income through fundraising to initiate the Moving On Project which will run from 2020 to 2023 with the aim to further reduce barriers experienced by young women and to improve their chances of making a transition to successful independent living.
- 2.15. Monitoring and evaluating the work of the Moving On team (Mental Health, Transitions, and Education and Employment Workers) is a key priority for Elpis' Board, along with ensuring the sustainability of the additional capacity and skills gained through this work after the end of the funded period. It may be the case that further funding will be sought to continue ECMO in the light of positive evaluations and outcomes.
- 2.16. Elpis is committed to continuing to provide quality services and is considering options to develop other approaches in the future which reflect innovation and best practice in the health and social care field.
- 2.17. We wish to continue to ensure that the emotional needs of young women are

met throughout the options available, and to maintain and improve on the “Very Good” grading (July 2019) from the Care Inspectorate.

2.18. In developing services, we will take into account lessons learned from the COVID-19/Coronavirus pandemic including the potential need for social distancing.

2.19. Having considered a range of options Elpis now plans to:

	<ul style="list-style-type: none"> • Develop further supported and accommodation for pregnant young women and subsequently for mother and baby (and partner where appropriate)
	<ul style="list-style-type: none"> • Cautiously develop further supported accommodation in conjunction with local social housing providers mainly through securing further scatter flats
	<ul style="list-style-type: none"> • Develop further provision as negotiated with Glasgow City Council

2.20. Over the course of the period covered by this plan Elpis Board will give further consideration to other options that may further meet the needs of potential service users. Such options might include the following:

	<ul style="list-style-type: none"> • Developing further support options through “wrap around” support or intensive support in line with the Troubled Families approach
	<ul style="list-style-type: none"> • Developing further support options through 24-hour digital support via FaceTime/WhatsApp/etc.
	<ul style="list-style-type: none"> • Developing further supported accommodation in the private sector through a Rent Guarantee Scheme or in conjunction with Glasgow Key Fund
	<ul style="list-style-type: none"> • Developing further support options through “Supportive Flatmates” although this has had mixed results elsewhere
	<ul style="list-style-type: none"> • Developing further provision in association with other neighbouring local authorities
	<ul style="list-style-type: none"> • Developing supported accommodation for young men

2.21. We are also committed to working in partnership with others to achieve such aims and to be active participants in a wide range of networks to ensure that we inform and are informed by the work of other agencies. Our two major partners at present are Glasgow City Council and Maryhill Housing Association although we have recently received significant financial support

from the Bank of Scotland Foundation, Robertson Trust, Agnes H. Hunter Trust, Pilgrim Trust, James, T. Howat Trust, Hugh Fraser Foundation and Endrick Trust.

3. POLICY CONTEXT

3.1. The policy context in which Elpis works includes children's services; gender-based violence; homelessness; mental health, and refugees and asylum-seekers.

3.2. Some of these policy areas relate directly to the referral routes by which young women arrive in Elpis (children's services, homelessness, and refugees and asylum-seekers), and others such as mental health refer to issues affecting many of the young women we accommodate, and thus to interventions and services that we may seek on their behalf. Elpis provides a service that cuts across many of these policy areas due to the multifaceted experiences of the young women we support.

3.3. Key findings of a 2019 report, [Hard Edges Scotland](#), are that each year in Scotland:

- 5,700 adults experience three 'core' forms of severe and multiple disadvantage (homelessness, offending and substance dependency)
- 28,800 experience two out of these three
- 156,700 experience one of these three
- Higher rates of extreme disadvantage are found in urban compared to rural areas
- Glasgow, West Dunbartonshire and four other areas show high prevalence of people experiencing 'core' forms of severe and multiple disadvantage

3.4. A major lever to future change and how care services are delivered was outlined in the [Independent Care Review – The Promise \(2020\)](#) which called for a radical overhaul of Scotland's "care system" and published the human and economic cost of the current provision and its failures. The Review demanded:

- The balance of power must be upended so that listening to children and young people is always the basis of all decisions made about their lives.
- There must be a focus on building and maintaining life-long relationships – that includes a broader understanding of the risk of not having long term, loving relationships.
- Scotland must parent, not process, children so there is no

difference between the lives of children in care and their peers. Care experienced children must not miss out on the kind of childhood that many take for granted and the future that all our young people deserve.

3.5. The Review stated that:

“Scotland must create an approach to care where maintaining, sustaining and protecting loving relationships is possible and much more probable.

Scotland should be a good parent to the children it has responsibility for. That means carers and workers must act, speak and behave like a family so that Scotland can be the best parent it can be. Scotland must stop stigmatising the children it cares for.

Children, families and the workforce must be supported by a system that is there when it is needed. The scaffolding of help, support and accountability must be ready and responsive when it is required.”

3.6. How Scotland can keep The Promise is outlined in [The Plan](#) – which looks at what needs to be done, by who, by when and how. How Scotland can afford The Promise is outlined in [The Money](#) and [Follow the Money](#) – they tell Scotland that it must change the way it thinks about investing in its children and families and shows the difference that will make.

3.7. Amongst the recommendations of the recent [Independent Review of Adult Social Care in Scotland \(2021\)](#) was the establishment of a National Care Service alongside the NHS. The executive summary to the report states:

“there are many strengths in the Scottish system of social care support. We need to build on those foundations. We need self-directed support and the Independent Living Fund, and we need integration of health and social care. The challenge here is implementation.

A second foundation that needs nurturing and strengthening is the social care workforce. For us to achieve the improvements we seek, they need to feel engaged, valued and rewarded for the vitally important work that they do. We have not made recommendations about the social work workforce in proposed new arrangements as we believe these will require careful consideration alongside implementation of The Promise the review of children’s services, and any changes planned for criminal justice social work.

We won’t achieve the potential of social care support in Scotland without a new delivery system. We need a National Care Service to achieve the consistency that people deserve, to drive national improvements where they are required, to ensure strategic integration with the National Health Service, to set national standards, terms and conditions, and to bring national oversight and accountability to a vital part of Scotland’s social

fabric. The National Care Service will bring together everyone with a role to play in planning and providing social care support to achieve a common purpose.

We also need a transformation of the way in which we plan, commission and procure social care support. We need an approach that builds trusting relationships rather than competition. We need to build partnerships not market-places. Finally, it is vital that we amplify the voice of lived experience at every level in our redesign. We have a duty to co-produce our new system with the people who it is designed to support, both individually and collectively.”

- 3.8. Elpis believes that it is well placed to contribute positively to these agendas and awaits the Scottish Governments response to the latter Review which may also include improvements to the conditions of the workforce.

4. CARE LEAVING/CONTINUING CARE

- 4.1. Young people leaving care often experience complex social & emotional needs alongside reduced life outcomes compared with their non-care peers. Faced with these challenges and barriers, young people leaving care deserve a system in which both policy and practice supports them.
- 4.2. The Children (Scotland) Act 1995 places a duty on local authorities to safeguard and promote the welfare of children in need and, so far as is consistent with that duty to promote the upbringing of such children by their families, by providing appropriate services including assistance in cash or in kind.
- 4.3. Section 67 of The Children and Young People (Scotland) Act 2014 inserted a new section 26A into the Children (Scotland) Act that a young person who is looked after is eligible to remain in their current care placement until they turn 21. This is called Continuing Care. If the placement cannot be maintained, or if it is in the young person's best interests to start an alternative placement, a welfare assessment must be provided. Any eligible young person ceasing to be looked after on or after they turn 16 can request Continuing Care. When Continuing Care ends the young person is then eligible for Aftercare support until they turn 26.
- 4.4. There are 49,067 young women aged between 16 – 25 living in Glasgow City according to [Glasgow Health and Social Care Partnership's Children and Young People's Service Plan 2017 – 2020](#). Of that group of nearly 50,000 young women, Glasgow' has responsibility for 3,290 children and young people who are looked after away from home or at home – 22% of all care experienced young people in Scotland.
- 4.5. Excluding children aged under 16 from that group, 172 young people aged between 16 and 21 are looked after away from home (111 are aged 16-17, and 61 aged 18- 21), and 130 are looked after at home (104 aged 16-17, and 26 aged 18-21).

- 4.6. The most significant risk factors for children and young people being cared for by Glasgow Health and Social Care Partnership (in order of need) are lack of parental care, child protection, and parental drug/alcohol misuse. The Plan contains much information about the Partnership's strategic intentions, some of which is summarised in this quote from page 17 of the document:
- *“While solid foundations have been developed, further whole system change is necessary to respond to the reduction in public and third sector funding and the need for public sector reform. This work underpins our approach to 'shifting the balance of care', where we will look to redesign processes, services and create flexibility where there are gaps in provision.*
 - *We are working with CELCIS (Centre for Excellence in Children’s Care at Strathclyde University) to look afresh at our current practice to identify how we can improve care for the children who we consider to be on the 'edge of care' and, wherever possible, to intervene as early as possible to prevent them from moving into the care system.*
 - *Our aim is to significantly redirect funding from the higher cost placements that deliver poorer outcomes for young people, to invest in early intervention and family support services which prevent crisis situations arising. To achieve this, we are working closely with third sector partners to provide long-term sustainable family support interventions.”*
- 4.7. Choosing one of the neighbouring local authorities as another example, West Dunbartonshire has three main settlement areas: Clydebank, Dumbarton and the Vale of Leven.
- 4.8. Almost half (48%) of the population live in the Clydebank area which means it has a population similar to a large urban town. Dumbarton and the Vale of Leven, which are classified as accessible small towns, are less densely populated.
- 4.9. This Council has 499 Looked After Children of whom 49 are aged 16-17, 23 are living in regulated providers accommodation and 16 in supported lodgings. [Continuing Care information](#).
- 4.10. In 2020 £11.6 million was pledged by the Scottish Government split between Scotland’s 32 local authorities to provide targeted initiatives, activities, and resources, designed to improve the educational outcomes of care experienced children and young people.
- 4.11. Updated National Operational Guidance Care experienced children & young people fund has been published underlining increased flexibility for local authorities in the context of the pandemic.
- 4.12. Elpis plans to:
- | | |
|--|--|
| | <ul style="list-style-type: none"> • Develop further provision as outlined in paragraph 2.19 for this group |
|--|--|

- 4.13. Appendix 1 provides links to some relevant legislation, guidance and reports.
- 4.14. Appendices 2 & 3 provides links to some relevant reports in relation to other neighbouring local authorities.

5. POVERTY

- 5.1. A family's income significantly influences the opportunities they have to thrive. While a household's assets are not purely material, and comprise much more than financial income, increasing incomes for poor families is still an important means for achieving better outcomes for children. One report found that roughly one in every 60 children in the most deprived communities was in care compared to one in every 660 in the least deprived.
- 5.2. The Child Poverty (Scotland) Act 2017 placed a new Duty on key public sector agencies. Glasgow's first [Local Child Poverty Action Report](#) (LCPAR) 2018 – 2019 was produced in response to this legislation.
- 5.3. Problem debt in Scotland today is primarily a symptom of poverty, poor housing conditions, welfare cuts, ill-health and insecure work. All of these factors have been exacerbated by the coronavirus pandemic.
- 5.4. Debt on credit cards seems to be well publicised but debt charities in Scotland emphasis that 46% of clients have arrears of Council Tax whilst rent arrears have increased by 18%. To this you have to add the debt from electricity and gas.
- 5.5. The number of foodbank parcels handed out in Scotland rose by almost 80% in five years, according to shocking new statistics provided by the Trussell Trust. The figures reveal that in 2018/19, 210,605 people turned to Trussell Trust foodbanks, this is an increase of over 100,000 in five years.
- 5.6. An additional 159,849 food parcels were given out by independent food banks in Scotland in 2018/19, with the figures following a trend of increased demand since the roll out of the UK Government's Universal Credit policy

6. EDUCATION/EMPLOYMENT

- 6.1. The publication of [Educational Outcomes for looked after children 2018-19 statistics](#) in September 2020 showed that while outcomes have improved for care experienced children and young people over the last six years attainment and attendance is still lower than the total population of pupils in Scotland.
- 6.2. The youth unemployment rate in Scotland was 14.5% in 2020, higher than the UK rate of 14.1%. Since 2002, the Scottish rate has fluctuated, with a sharp increase post-recession when it peaked at 24.5% in 2010. The UK rate has followed a broadly similar trajectory. The youth unemployment rate is rising as a result of COVID-19.
- 6.3. Key concerns expressed by a survey group of young people about the current

economic crisis were the disruption of education and its effect on young people's future skills and employability; the likely sharp reduction in opportunities for both full- and part-time work and for apprenticeships; and the impact on financial security and mental health, particularly among the most vulnerable groups. But the group saw opportunities from a switch to remote working, if young people could access them; and from the chance to promote active travel and reduce carbon emissions.

- 6.4. The Advisory Group on Economic Recovery ([Towards a robust, resilient wellbeing economy for Scotland](#)) is recommending a Scottish Jobs Guarantee Scheme unlike the UK proposal that of a “scheme should offer secure employment, for a period of at least 2 years, to 16-25 year olds, paid at the Living Wage, with access to training, apprenticeships and the possibility of progression.”
- 6.5. It is clear that that gaining employment is, and will be, tough for young people. There are a lot of schemes out there that offer ways into access to education or training/work but few of these translate into real jobs.
- 6.6. A “Housing First” approach is described Section 7 but this type of approach could equally be applied to getting into employment. Employers maybe should just consider potential, give the young person a post and then the training would flow from there.
- 6.7. To reword the “Housing First” approach; “Jobs First gives people a safe job of their own and then puts in a place a support structure to help them sustain their job, re-integrate into society; and ultimately thrive”.
- 6.8. Elpis plans to:

- | |
|--|
| <ul style="list-style-type: none"> • Ensure that the ECMO Education & Employment Worker is linked into this |
|--|

- 6.9. Over the course of this plan the Elpis Board will give further consideration to other options which might include the following:

- | |
|---|
| <ul style="list-style-type: none"> • Enhancing the support offer with literacy/numeracy, provision of bikes/fitness/sports equipment and therapeutic pets where appropriate |
| <ul style="list-style-type: none"> • Promoting a “Jobs First” approach similar to the “Housing First” approach |
| <ul style="list-style-type: none"> • Developing further support options through negotiating accelerated quality career opportunities with major companies such as Barclays /Scottish Power /Tesco Bank /Santander /Scottish Water /Local Authorities (Corporate parent apprenticeships) /Health Boards /Tennants /Aviva / KPMG / HarperCollins /etc. Providing the opportunity to gain hands-on experience in paid roles, will significantly enhance employability |

prospects
<ul style="list-style-type: none"> Developing a Social Enterprise through which service users might gain employability experience

7. VIOLENCE AGAINST WOMEN AND GIRLS

7.1. [Equally Safe: Scotland's Strategy to Prevent and Eradicate Violence Against Women and Girls](#) is the joint Scottish Government and COSLA strategy underpinning work across Scotland published in 2018 that states:

- Equally Safe is our country's strategy to take action on all forms of violence against women and girls. This is violent and abusive behaviour carried out predominantly by men directed at women and girls precisely because of their gender.*
- Behaviour that stems from systemic, deep-rooted women's inequality, and which includes domestic abuse, rape, sexual assault, commercial sexual exploitation (like prostitution), and so called 'honour based' violence like female genital mutilation and forced marriage. Whatever form it takes, violence against women and girls can have both an immediate and long-lasting impact on the women, children and young people directly involved. It is quite simply unacceptable for modern day Scotland and does not reflect the country of equality we aspire to become.*
- This is not to say that we haven't made progress in recent decades. The work of our partners and a wide range of organisations over many years has placed violence against women and girls firmly on the agenda. Significant investment in services and provision has been made by consecutive Scottish Governments and local authorities. The issue is a priority for Police Scotland and of key importance to statutory agencies who are serious in supporting victims and tackling perpetrators.*

7.2. The Scottish Government funding to tackle violence against women and girls (VAWG) is at record levels having invested £11.8 million (for the period 2016 to 2017) from the Equality Unit, and £20 million (for 2015 to 2018) from Justice for VAWG services.

7.3. This provides financial support for frontline services, prevention activity and initiatives which build capacity in local partnerships to strengthen responses to VAWG.

7.4. Partnerships have now been established in each local authority area and these will address their local action plan.

7.5. According to the 2017 document [Guidelines for responding to Gender Based Violence in a Youth Setting](#) by Glasgow Violence Women Against Partnership, 1 in 4 women in Scotland will experience some form of domestic abuse in their lifetime. It is estimated that more than 100,000 children in Scotland are currently living with domestic abuse and, in Scotland in 2015-2016, there were

58,104 incidents of domestic abuse reported to the police.

- 7.6. Glasgow accounts for 8,974 (approximately one-third) of all incidents of domestic abuse recorded in Scotland. One million children in the UK are affected by domestic abuse, a quarter of girls aged 13 to 17 have experienced physical violence from a boyfriend and a third have been pressured into sexual acts they did not want.
- 7.7. In one neighbouring local authority, East Dunbartonshire, the partnership is called [Empowered](#). This is the multi-agency Partnership of services in East Dunbartonshire which have an interest in preventing and eliminating all forms of Violence Against Women and Girls.
- 7.8. Empowered is made up of members from a range of Council Services, Councillors, other statutory services and voluntary services operating in East Dunbartonshire. It was agreed that the Partnership would bring an end to the application led Project Fund and instead adopt a joint-commissioning approach to meet their strategic priorities and to further focus resources to areas of service demand and need.
- 7.9. In another, [Renfrewshire, tackling gender based violence \(GBV\)](#) is one of the agreed priorities of strategic outcome 4 “Our Renfrewshire is safe: Protecting vulnerable people, and working together to manage the risk of harm” which include: Tackling domestic abuse and gender based violence; and, Protecting vulnerable adults and children, ensuring they can live safely and independently.
- 7.10. The priorities of the GBV Strategy Group are also reflected in Renfrewshire’s Children’s Services Partnership Plan 2018-20219 and the Community Justice Outcome Improvement Plan 2017-201910 to ensure tackling the causes and consequences of GBV in Renfrewshire is everyone’s responsibility
- 7.11. Over the course of this plan the Elpis Board will give further consideration to other options which might include the following:

	<ul style="list-style-type: none"> • Developing similar provision as outlined in paragraph 2.19
	<ul style="list-style-type: none"> • Considering how best to be involved in influencing appropriate local and national networks

- 7.12. Appendix 4 provides links to some relevant legislation, guidance and reports.

8. HOMELESSNESS

- 8.1. Having somewhere to call home is a basic human right and housing is one of the most important factors in any person's quality of life. We need to have a wide range of measures in place that help prevent homelessness in the first place and ensure that when it does happen, the needs of people experiencing homelessness are addressed as quickly as possible.
- 8.2. The Scottish Government [publishes statistics on homelessness applications, homelessness prevention and households in temporary accommodation](#) (ScotPho). These useful figures are based on Scottish Government homelessness statistics for 2019/20 and include data about young people including by sex.
- [Councils must take account of the statutory Code of Guidance on Homelessness](#) when delivering services.
 - [Homelessness Prevention Guidance \(2009\)](#) to help them develop services and embed an early intervention approach
 - [Guidance on the Best Interests of Children \(2011\)](#)
 - The [Guidance on Housing Support Duty to Homeless Households](#) came into force in June 2013
 - [Scottish Government Homelessness Prevention Strategy Group \(HPSG\)](#)
 - [Homelessness and Rough Sleeping Action Group \(HARSAG\)](#)
 - [Scottish Government Homelessness Prevention Fund](#)
 - [Homelessness in Scotland 2019 - 2020](#)
- 8.3. Local authorities in Scotland have a statutory responsibility for homelessness and a duty to develop a local strategy. Homelessness strategies are now incorporated within Local Housing Strategies; however some local authorities still have a Homelessness Strategy - for example, [Homelessness Policy](#).
- 8.4. Interestingly at no point does this document mention young women, or even young people. [Homelessness - Glasgow Health and Social Care Partnership Homelessness Strategy 2015-2020](#) that mentions young people but not young women specifically.
- 8.5. This document notes that in 2014/15 there were 131 homelessness applications to Glasgow City from young people aged between 16-17, and 1527 from those aged 18-25 – it is not possible to know how many of these are young women. This invisibility of (young) women in housing policy is noted by Scottish-based group Engender in their publication [A Woman's Place – gender, housing and homelessness in Scotland](#).
- 8.6. Women are largely invisible in housing and homelessness policy across the UK. The extent and nature of women's homelessness is not well understood,

- and next to nothing is known about the experiences of women who live with multiple forms of inequality.
- 8.7. This 'hidden homelessness' means that policy interventions and mainstream services do not cater to women's needs, particularly for those facing multiple economic and social discrimination, including black and minority ethnic (BME) women, disabled women, and older and younger women.
 - 8.8. There may be opportunities to further influence and inform strategic thinking and policymaking with key stakeholders in Glasgow concerning homelessness. This could include identifying and exploring reasons why local housing and homelessness policy should better articulate the needs of young women who become homeless, or who are at risk of homelessness, and encourage more nuanced reflection on the effects of other vulnerabilities on young women in this group.
 - 8.9. A recent publication, [Homelessness and Covid-19](#), by Homelessness Network Scotland (Glasgow Homelessness Network as was) identifies the unequal impact of the COVID-19 pandemic on particular groups affected by homelessness including young people and women but again, not specifically young women.
 - 8.10. Rapid Rehousing was a key recommendation from the [Homelessness and Rough Sleeping Action Group](#). The Scottish Government committed to £15 million in July 2018 and set out commitments with COSLA in the [Ending Homelessness Together Action Plan](#) published in November 2018. Local authorities provided five-year action plans in December 2018 and implementation began in April 2019.
 - 8.11. Funding totalling £8 million for 2019 - 20 will be allocated to local authorities according to a distribution formula agreed with COSLA.
 - 8.12. One of the key actions of Rapid Rehousing is the concept of "Housing First".
 - 8.13. "Housing First" is simple and it aims to turn the existing homelessness system on its head. Rather than making extremely vulnerable people, often with complex needs, sleep rough or in unsupported places such as hostels or B&Bs. Housing First gives people a safe home of their own and then puts in a place a support structure to help them sustain their tenancy, re-integrate into society; and ultimately thrive.
 - 8.14. Housing First is a truly transformative programme that provides a human-centred, kind and compassionate response to the systemic issue of homelessness.
 - 8.15. Glasgow City Council received £301,000 to develop its rapid rehousing transition plan in 2018-19, and £1,332,000 to implement its plan in 2019-20. In 2020-21, we plan to award Glasgow £1,237,000, which will go towards the implementation of its transition plan. Confirmation of that funding is subject to the outcome of the Scottish Government's spending review and parliamentary approval of the 2020-21 Scottish budget.

8.16. Glasgow Alliance to End Homelessness was set up in early 2020 to tackle homelessness by Glasgow City Council – with a first year budget of £23m. The Council has entered into a multi-party agreement for an initial period of seven years, with an option to extend for a further three. The contract is valued at £187.5m over its maximum 10-year term.

8.17. Elpis plans to:

- Develop further provision as outlined in paragraph 2.19 for this group

8.18. Over the course of this plan the Elpis Board will give further consideration to other options which might include the following:

- Considering how best to be involved in influencing appropriate local and national networks

8.19. Appendix 5 provides links to some relevant legislation, guidance and reports.

9. MENTAL HEALTH

9.1. The Scottish Government outlined the foundations for improving Children and Young People's health placing an emphasis on early intervention and prevention. There is incontrovertible evidence that strong relational health is a key factor in reducing negative outcomes in relation to emotional and mental health and wellbeing.

9.2. It is also clear that effective early responses to need result in improved outcomes. It is therefore critical investment decisions are informed by an early intervention and prevention approach that will support the team around the child to provide universal, early and additional support. Resourcing must support the whole system model by investing fairly in early intervention as well as specialist and crisis support.

9.3. The percentage of people in Glasgow prescribed medication for anxiety, depression or psychosis in 2014/15 was, at 20%, higher than Scotland overall (17%). The rate for psychiatric hospitalisations in 2011–2013 was 359, which was higher than the Scottish rate of 292. The suicide rate in 2009–2013 was 17, which was similar to the Scottish rate of 15.

9.4. Many young women in Elpis accommodation experience mental health challenges, and self-harm and suicidal ideation is a common feature.

9.5. [Glasgow multi-agency guidance for people working with Children and Young People at risk from self-harm or suicide](#) sets out important facts.

9.6. Research by the Samaritans and others suggest that 1 in 10 teenagers self-harm, typically starting at 12 years old. Statistics from the Glasgow-wide

- adolescent self-harm service found that 84% of referrals were from girls and young women.
- 9.7. Self-harm is more common among people who are disadvantaged, as well as young people with eating disorders, mood disorders, anxiety, psychiatric problems such as borderline personality disorder, depression, anxiety disorder, bipolar disorder and schizophrenia.
 - 9.8. Those involved with drug and alcohol misuse, anti-social behaviour and offending, who are in local authority care or living with parental illness/substance abuse are also at risk. Besides this, those who are lesbian, gay, bisexual and transgender; or who live in isolated rural settings; or who have a friend who self-harms; or who have experienced neglect or physical, emotional or sexual abuse; or who are not in Education, Training and Employment; or who are caught up in family disharmony, or who are homeless are all also at risk of self-harm.
 - 9.9. The [Scottish Government's Children & Young People's Mental Health Task Force](#) set out its recommendations in July 2019.
 - 9.10. An annual £15 million fund to provide new and enhanced community mental health and wellbeing services was announced by the Scottish Government in addition to the budget commitments described below. These new services will have a focus on prevention, early intervention and the treatment of distress.
 - 9.11. Mental Health and CAMHS Funding of £89 million will be directed to a range of partners for investment to support mental health, and children and young people's mental health. In the year ahead the funding will build on previous support to Territorial and National Boards through ongoing delivery of the Mental Health Outcomes Framework and support to improve access to high quality mental health services.
 - 9.12. The Scottish Government will also continue to fund the additional CAMHS staff recommended by the Children & Young People's Mental Health Taskforce from within £5.1 million administered by NHS Education Scotland. This will see a continuation in the Scottish Government's specific investment in Boards to support mental health service delivery.
 - 9.13. The Mental Health Services budget also includes funding to be directed to Integration Authorities for the recruitment of 800 additional mental health workers as outlined in action 15 of the Mental Health Strategy.
 - 9.14. Trauma Networks Scottish budget 2020 – 2021: This funding will increase from £18 million to £31 million, taking forward the implementation of the major trauma networks.
 - 9.15. From 2019, Glasgow City Council is in the process of setting up a "[Youth Health Service](#)" over three years.
 - 9.16. The "Youth Health Service" will contribute significantly to the challenges identified through the Scottish Governments Young People's Mental Health Task Force, and the 'rejected CAMHS referral's' report.

- 9.17. The majority of young people accessing their North West service present with mental health issues, with yet more disclosing mental health issues once in service. In liaison with CAMHS just less than one in every ten (9.4%) of these young people require CAMHS services.
- 9.18. Case studies from the existing service have highlighted the overwhelming interplay of emotional and physical well-being issues for young people.
- 9.19. [Recovery Across Mental Health](#) provide a wide range of services across East Renfrewshire and Renfrewshire including a Youth Counselling Service.
- 9.20. Elpis plans to:

	<ul style="list-style-type: none"> Evaluate the work of the ECMO Mental Health Worker and, where required, seek funding for the continuation of this work
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- 9.21. Over the course of this plan the Elpis Board will give further consideration to other options which might include the following:

	<ul style="list-style-type: none"> Developing further provision for this group
	<ul style="list-style-type: none"> Considering how best to be involved in influencing appropriate local and national networks

- 9.22. Appendix 6 provides links to some relevant legislation, guidance and reports.

10. REFUGEES/ASYLUM SEEKERS

- 10.1. The Home Office recognises refugee status and grants asylum when they consider someone falls within the 1951 UN Convention definition of a refugee.
- 10.2. People deemed to be refugees are granted five years limited leave to remain (LLR) and are entitled to apply for a UN Convention Travel Document and for some immediate family members living outwith the UK to join them.
- 10.3. An Asylum Seeker is a person who has applied for asylum under the 1951 Refugee Convention on the grounds that if they return to their country of origin they have a well-founded fear of persecution on account of race, religion, nationality, political belief, or membership of a particular social group.
- 10.4. The overarching principle of the Children (Scotland) Act 1995 is that the welfare of the child must be paramount and that children's views should be taken into account in all matters affecting him or her.
- 10.5. Because of their particular circumstances and vulnerabilities, asylum seeker children (whether unaccompanied or with their families) should be regarded as 'children in need' within the Act and are, therefore, entitled to all the rights and services accorded to 'children in need'.

- 10.6. However, Westminster legislation since 1999 - including the Immigration Act 2016 which further restricts the rights of 'failed' asylum seekers (whose asylum applications have been refused) - have affected the rights of asylum seeker children and responsibilities of public agencies towards them.
- 10.7. Unaccompanied asylum-seeking children in Glasgow are referred to the Asylum & Roma Children & Families Team where a social work assessment is undertaken for each unaccompanied child to identify individual needs.
- 10.8. By late 2020, partly as a result of the COVID-19 pandemic, there were around 250 asylum seekers being accommodated insecurely in hotels and guest houses.
- 10.9. The Scottish Refugee Council in Partnership with Aberlour Childcare Trust operate the Scottish Guardianship Service which works with children and young people who are separated from their parents and arrive in the UK frightened and alone.
- 10.10. The Council of Europe report [Protecting children affected by the refugee crisis: A shared responsibility](#) outlines some background and the Secretary General's proposals for priority actions
- 10.11. [Refugee and Asylum in Scotland Good Practice Guide](#) by BASW provides useful background.
- 10.12. Elpis plans to:
- | | |
|--|--|
| | <ul style="list-style-type: none">• Develop further provision as outlined in paragraph 2.19 for this group |
|--|--|
- 10.13. Over the course of this plan the Elpis Board will give further consideration to other options which might include the following:
- | | |
|--|--|
| | <ul style="list-style-type: none">• Considering how best to be involved in influencing appropriate local and national networks |
|--|--|
- 10.14. Appendix 7 provides links to some relevant legislation, guidance and reports.

11. ALCOHOL & DRUGS

- 11.1. Alcohol and drugs Scottish budget 2020 – 2021: The Portfolio budget includes an additional £12.7 million to tackle the harm associated with the use of illicit drugs and alcohol. It is expected investment by Boards and Integration Authorities will increase by 3% over and above 2019-20 agreed recurring budgets to address these issues.
- 11.2. One major issue which that as been identified is that of drug related deaths as Scotland continues to face significant challenges relating to the use of illicit drugs including rising numbers of drugs deaths. Tackling this issue, including reducing the number of deaths is an important public health priority.
- 11.3. The [latest report \(with statistics for 2019\)](#) shows that there were 1,264 deaths which is a 6% increase on 2018 and more than double the number of deaths in 2014. It is the worst rate recorded in Europe.
- 11.4. The Scottish Government’s policy is set out in the national strategy “[Rights, Respect, and Recovery](#)”. It sets out a clear public health approach including a number of measures designed to reduce harm, and death.
- 11.5. The Drug Deaths Taskforce has been established with the central aim of identifying measures to improve health by preventing and reducing high risk drug use, harm and related deaths.
- 11.6. The Taskforce will examine the key drivers of drug deaths, and advise on further changes in practice, or in the law that could help to save lives and reduce harm.
- 11.7. Almost £4 million has been allocated by the [Drug Deaths Taskforce](#) in August 2020 to projects to support its work reducing harm and deaths.
- 11.8. The taskforce has announced the Scottish Government funding for research and front-line services to help tackle the drug deaths public health emergency over the next year: £1 million for 10 research projects examining different approaches to tackling the public health emergency and £3 million for Scotland’s Alcohol and Drug Partnerships to deliver on the six evidence-based strategies set out by the Taskforce to reduce drug deaths and drug harms.
- 11.9. The [Glasgow City Alcohol and Drug Partnership Prevention, Harm Reduction and Recovery Strategy 2017-2020](#) concluded that despite improvements over the last three years the city still has some of the worst problems associated with alcohol and drugs in the whole of the UK.
- 11.10. Whilst Glasgow Alcohol and Drug Recovery Services (GADRS) are seeing more than 10,000 people, it is estimated that only 46.4% of the city’s problem drug users are in structured treatment (Source: Cf6 Dec 2016, National Prevalence Study 2009) and only an estimated 12% of individuals with alcohol problems are engaged with alcohol services.
- 11.11. The ADP agreed a priority for Looked After Children and Young People: “we will continue to care for and support our care experienced children and young

people to improve their life experiences and chances and we will strengthen our performance in relation to securing permanency for all children.”

- 11.12. Drug related hospital stays in West Dunbartonshire were 17% higher than the Scottish average in 2017/18 (277 per 100,000 compared to 236.5 per 100,000, respectively).
- 11.13. There were 20 drug deaths throughout 2018 in West Dunbartonshire. An increase of 5 from the previous year (15 drug deaths in 2017) and the trend is rising.
- 11.14. This latest figure is the highest reported number of drug deaths in West Dunbartonshire in the available time-series (since 2008)
- 11.15. West Dunbartonshire had a higher rate of alcohol-related hospital stays (1005.6 per 100,000) than the Scottish average (669.1 per 100,000) in the year 2018/19 (Scottish Public Health Observatory).
- 11.16. Alcohol related deaths in West Dunbartonshire (38.1 per 100,000) remain greater than the Scottish average (23.3 per 100,000) and are rising.
- 11.17. Over the course of this plan the Elpis Board will give further consideration to other options which might include the following:

	<ul style="list-style-type: none"> • Developing further provision for this group
	<ul style="list-style-type: none"> • Considering how best to be involved in influencing appropriate local and national networks

- 11.18. Appendix 8 provides links to some relevant legislation, guidance and reports.

12. CRIMINAL JUSTICE

- 12.1. A new national strategy for Criminal Justice was published in November 2016 and this began by saying:

- *“The justice system of a modern and progressive country – a country committed to tackling inequalities – is one which supports those who end up in our justice system to turn their behaviours around and become contributors to an inclusive and respectful society. We know that the people who live in the most deprived parts of our society are more likely to have experienced challenges at school; mental ill health; alcohol or drug addiction; unemployment; or homelessness. It is little surprise therefore, that people who are the victims of crime and those who offend and their families are drawn disproportionately from these areas. That is why the National Strategy for Community Justice is founded on adopting a preventative approach: an approach to not only reduce crime and the number of future victims of crime, but to help to create a more*

just, equitable, and inclusive society where people’s life chances are improved and our public resources are made best use of..”

- 12.2. Glasgow’s Community Justice Outcomes Improvement Plan, 2018 to 2023 states that re-offending in Glasgow directly costs the public purse in excess of £580 million per year. Glasgow faces unique challenges in Scotland with higher than average levels of offending. Along with strategies each Community Justice Partnership publishes an annual delivery plan.
- 12.3. Over the course of this plan the Elpis Board will give further consideration to other options which might include the following:

	<ul style="list-style-type: none"> • Developing further provision for this group
	<ul style="list-style-type: none"> • Considering how best to be involved in influencing appropriate local and national networks

- 12.4. Appendix 9 provides links to some relevant legislation, guidance and reports.

13. LOCAL ENVIRONMENT (RUCHILL/POSSILPARK)

- 13.1. Although the Elpis Centre is located in Ruchill, many of the service users come from the different communities across Glasgow and may return to those areas when they move on from Elpis. However, it is important to understand the community in which the service is located.
- 13.2. Ruchill and Possilpark is a neighbourhood in the north west of Glasgow with a population of 10,737.
- 13.3. Women in Ruchill and Possilpark live, on average, almost seven years longer than men. Ruchill and Possilpark had the lowest life expectancy of all neighbourhoods in Glasgow in the most recent period for both males/females.
- 13.4. A relatively high percentage of people are also limited ‘a lot’ or ‘a little’ by a disability. The neighbourhood has a low employment rate compared with the rest of Glasgow and a high percentage of young people are not in education, employment or training.
- 13.5. The proportion of children living in poverty is considerably higher than the Glasgow average. (From [Understanding Glasgow](#))
- 13.6. The Community Plan – [Ruchill and Possilpark Thriving Place](#) – is one of the ways that Glasgow’s Community Planning Partnership will be trying to tackle inequalities; supported by Glasgow City Council’s Local Outcome Improvement Plan.
- Census 2011 data
 - Housing policy implications include lack of population growth could be the result of lack of new build or very low turnover of properties;

In spite of the likely high level of heating provision, residents in this area are likely to be living in fuel poverty. Some investigation is required into the use of heating systems and the reliance on other forms of heating and/or incidence of pre-payment meters

- The neighbourhood has higher than average proportion of lone parent households 21.00% cf 14.46%
- The neighbourhood residents have poorer mobility than city average. They have a higher proportion of long-term health conditions than the city average. Neighbourhood residents affected likely to require more household care.
- The Neighbourhood has a lower than city average proportion of its population in employment, has a lower proportion of students living at home, a slightly lower proportion of retired people under 74 and a below average level of car ownership.
- From a housing affordability perspective, those residents who have never worked or are long term unemployed is well above the city average.

- 13.7. The area within which the services are currently located can be both positive and negative. The area may reflect the kind of area from which the service users originate in other parts of Glasgow whilst, on the other hand, the aspirations of service users may be dulled by the immediate environment.
- 13.8. There don't appear to be any major employers in the area apart from supermarkets. The Possilpark area does have a much larger number of businesses.
- 13.9. There are a few other voluntary sector bodies in the area including Ruchill Furniture Project; Glasgow NW Foodbank; Big Roots in Ruchill; and Y people.
- 13.10. Local amenities include Ruchill Park; Ruchill Golf Course; Hamiltonhill Claypits Local Nature Reserve; Forth & Clyde Canal; Partick Thistle Football Club; Glasgow Tigers Speedway; JD Gym, and; Ruchill Community Centre
- 13.11. There is a large student population in the area with Murano Street Student Village accommodating nearly 1,200 students plus another large grouping at Firhill Court.
- 13.12. The churches in the area include Ruchill Kelvinside Church of Scotland; Possilpark Parish Church; St Matthews Episcopal Church; St Theresa of Lisieux RC Church; Trinity Possil & Henry Drummond Church of Scotland; Clay Community Church; Sri Mangala Vinayakar Temple; World Mission Agency; Winners Chapel International Glasgow.
- 13.13. The main developments that are planned are for social housing by Queen' Cross HA in Possilpark (Hamiltonhill); a new secondary school just outside the border on Queen Margaret Drive, improvements to the Forth & Clyde Canal; Claypits Nature Reserve development; Stockingfield new bridge.

13.14. The other adjacent area of Maryhill has many more facilities and although it shares some of the characteristics of Ruchill/Possilpark it also has many more facilities and employers. The main bus services into and through the city centre are available from Maryhill as there is only one city circular bus that comes through Ruchill.

13.15. Over the course of this plan the Elpis Board will give further consideration to other options which might include the following:

	<ul style="list-style-type: none"> • Building on existing relationships that have been developed in the area
	<ul style="list-style-type: none"> • Participating in any relevant local networks
	<ul style="list-style-type: none"> • Considering partnering with local companies in relation to their Corporate Social Responsibility goals
	<ul style="list-style-type: none"> • Considering utilising the people resources, for example, students/churches in relation to the development of fundraising and/or volunteering

14. NETWORK INVOLVEMENT

14.1. Elpis is aware that more work is needed to be done to further explore where best we can influence and link to inform and take advantage of the policy environment. It is important to remember that policy and funding are inexorably linked. The undernoted are some of the networks that might be considered being involved in.

- Continuing care; Violence against women; Asylum seekers
- Homelessness ([All in for Change](#); [Homeless Action Scotland](#); [Homeless Network Scotland](#); [Everyone Home Collective](#); Alcohol/drugs
- Voluntary sector ([SCVO](#); [GCVS](#); [Coalition of Care & Support Providers Scotland](#);
- Procurement
- Poverty: [Community Food Network](#)
- [Inspiring Scotland](#)

14.2. Over the course of this plan the Elpis Board will give further consideration to other options which might include the following:

	<ul style="list-style-type: none"> • Considering how best to be involved in influencing appropriate local and national networks
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15. GOVERNANCE

- 15.1. A range of improvements have taken place in relation to Governance in the last few years and this could be developed further.
- 15.2. Any further developments in this area will build on the Board 2020 self-assessments and the issues raised following the compilation of these.
- 15.3. Elpis ran a very successful information event in 2020 and completed a revamp of our logo and website. Further communications work has been done to give us a growing presence on Facebook, Twitter, etc.
- 15.4. Elpis plans to:

	<ul style="list-style-type: none"> Further improve the Governance of the charity and will consolidate past procedures into a revised “Governance of Elpis Trust” document which will: <ul style="list-style-type: none"> ensure that strategic and operational roles are clear establish formal sub-committees should these be required
	<ul style="list-style-type: none"> Revise the Quality Policy taking into account the need to have a Service User Involvement Policy and standardised reporting for monitoring and evaluation purposes and, Ensure the Policy and quality system documentation is understood, implemented and maintained at all levels within the organisation
	<ul style="list-style-type: none"> Ensure all the requirements and standards of the Office of the Scottish Charity Regulator (OSCR) are met
	<ul style="list-style-type: none"> Ensure all the requirements and standards of Companies House are met
	<ul style="list-style-type: none"> Recruit further members to the Board as required

- 15.5. Over the course of this plan the Elpis Board will give further consideration to other actions which might include the following:

	<ul style="list-style-type: none"> Developing Business Continuity and Risk Management Plans
	<ul style="list-style-type: none"> Reviewing and expanding the Policy Index over the course of this plan
	<ul style="list-style-type: none"> Developing an annual Communications and Marketing Plan which will, where possible, include an annual stakeholder’s information event

16. FINANCE/FUNDRAISING

- 16.1. Over the past five years the finances of the organisation have vastly improved. Moving from a deficit of £6k and reserves of £118k on an income of £610k in 2015 to a surplus of £100k and reserves of £320k on an income of £725k in 2020.
- 16.2. This involved a continued focussing of staffing and financial resources as effectively as possible, guiding staff in their roles and responsibilities, streamlining administrative and accounting policies and procedures, exercising extreme financial rigour and tight budgetary control.
- 16.3. We also engage in continuing dialogue with Glasgow City Council, which is the major funder of our service through its Social Work Department, in respect of purchased services, and its Housing Benefit Department. Consequently, the charity has now built up a very strong platform from which to develop its services in future.
- 16.4. Work will be done on calculating the additional income/expenditure if additional places were provided.
- 16.5. It is the policy of the Elpis Trust to maintain unrestricted reserves which have arisen from past operating results at a level which equates to no less than three months' expenditure. It is thought prudent to keep this level to allow for possible difficulties with funding or to provide finance for special projects.
- 16.6. The Board wishes to ensure that sufficient reserves are held to ensure that the work of Elpis continues in the present uncertain economic climate. The Board recognises that funding negotiations are inevitably complicated.
- 16.7. Through a dedicated resource, fundraising in 2020 has been particularly successful in relation mainly to the ECMO project. However, this success brings its own challenges in being able to maintain the funding for the new posts should they be evaluated positively.
- 16.8. The general issues facing the voluntary sector and local government are briefly covered in the Introduction. Given that the vast majority of our funding comes through local government, we are aware of the need to manage the risk involved with this and that is why we continue have regular dialogue with our funders and seek new pieces of work.
- 16.9. Further information on these issues can be seen in [SCVO - Voluntary sector's pre-COVID finances](#) and [ACVO – A briefing on the funding environment in Scotland](#).
- 16.10. Elpis plans to:

	<ul style="list-style-type: none"> • Further improve the financial stability of the charity and consolidate past procedures into a revised Financial Management Policy, a Purchasing Policy and an Authority for Signing Policy
	<ul style="list-style-type: none"> • Move forward with developments only where there is a clear

	business case
	<ul style="list-style-type: none"> Maintaining unrestricted reserves at a level which equates to no less than three months' expenditure

16.11. Over the course of this plan the Elpis Board will give further consideration to other actions which might include the following:

	<ul style="list-style-type: none"> Developing a Fundraising Strategy
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17. 2024 – 50TH ANNIVERSARY

17.1. Elpis will celebrate its 50th anniversary in 2024 and this will present us with a further opportunity to communicate with a wide variety of audiences to inform them of our work and/or to raise funds for specific pieces of work.

17.2. Over the course of this plan the Elpis Board will give further consideration to other actions which might include the following:

	<ul style="list-style-type: none"> Considering how to mark our 50th anniversary in a significant way
	<ul style="list-style-type: none"> Developing a 50th anniversary Communications Strategy
	<ul style="list-style-type: none"> Developing a 50th anniversary Fundraising Strategy which might include tie-ins with other 1974 starters like McDonalds first restaurant in the UK, Zara, Faith in Nature or Barrs launch of 330ml can for Irn Bru!

18. HUMAN RESOURCES

18.1. Elpis has quite a small staff group of 18 which includes a Service Manager, 2 x Depute Managers, a Finance person and Support Workers. 3 new part time support posts are in the process of being added.

18.2. The organisation is well aware of the need for succession planning, areas of vulnerability and staff development issues. In addition, this plan could provide considerable extra outward facing work. It is clear that the recent events in relation to COVID-19 have placed further points of stress in the organisation.

18.3. The nature of our work requires that most staff are required to be qualified to a level set out by the [Scottish Social Services Council](#) (SSSC) and registered with them.

18.4. Elpis plans to:

	<ul style="list-style-type: none"> Review our needs in relation to strategy implementation
	<ul style="list-style-type: none"> Ensure all staff are appropriately qualified and registered with SSSC

- 18.5. Over the course of this plan the Elpis Board will give further consideration to other actions which might include the following:

	<ul style="list-style-type: none"> • Reviewing our needs in relation to Human Resources support
	<ul style="list-style-type: none"> • Reviewing our needs in relation to fundraising support
	<ul style="list-style-type: none"> • Reviewing the need for another senior officer
	<ul style="list-style-type: none"> • Reviewing the need for back up to the Finance Officer say, with an admin assistant
	<ul style="list-style-type: none"> • Developing a Staff Training and Development Policy and annual plan
	<ul style="list-style-type: none"> • Carrying out a review of salaries and conditions including alternative ways of working e.g. working from home
	<ul style="list-style-type: none"> • Reviewing the “genuine occupational requirement” for posts within Elpis and consider the advantages/disadvantages of employing male staff
	<ul style="list-style-type: none"> • Ensuring that there is a forum for employees view to be represented on a range of issues
	<ul style="list-style-type: none"> • Considering whether and how to use volunteers
	<ul style="list-style-type: none"> • Reviewing our IT needs in relation to the delivery of the services
	<ul style="list-style-type: none"> • Reviewing our property needs in relation to the delivery of the services

19. ENVIRONMENTAL ISSUES

- 19.1. Issues around climate change are considered to be urgently needing to be addressed and a major climate change conference is planned to take place in Glasgow in 2021.
- 19.2. Over the course of this plan the Elpis Board will give further consideration to other actions which might include the following:

	<ul style="list-style-type: none"> • Developing an Environmental Policy to minimise our carbon footprint
	<ul style="list-style-type: none"> • Developing a Purchasing Policy that reflects concerns about climate change

20. APPENDIX 1 – CARE LEAVING/CONTINUING CARE

- **Legislation, guidance and reports:**
 - [The Children and Young People \(Scotland\) Act 2014](#)
 - [Guidance on services for young people leaving care](#)
 - [The Support and Assistance of Young People Leaving Care \(Scotland\) Amendment Regulations 2015](#)
 - [Aftercare \(Eligible Needs\) \(Scotland\) Order 2015](#)
 - [Guidance on Continuing Care](#) (November 2016)
 - [Guidance on the extension of aftercare](#) (November 2016)
 - [Scottish Care Leavers Covenant](#)
 - [These are our Bairns](#) (2008) - guidance for community planning partnerships (CPPs) on how to be a good corporate parent
 - [Staying Put Scotland](#) (2013) - guidance for all corporate parents on ensuring the wellbeing of care leavers, including coverage of Continuing Care
 - [Youth Homelessness Prevention Pathway for Care Leavers \(2019\)](#)
 - [Care Inspectorate](#)
 - The Centre for Excellence for Looked After Children in Scotland (CELCIS) is publishing a series of briefings on specific parts of the Act.
 - [The first briefing](#) focuses on the changes related to 'Aftercare' and 'Continuing Care'
 - [The second briefing](#) looks at Part 12 of the Act, entitled 'Services in relation to children at risk of becoming looked after'
 - [The third briefing](#) looks at Part 9 of the Act, entitled 'Corporate Parenting'
 - [Child Poverty Delivery Plan](#)
 - [Redesigning support for care leavers - IRISS](#)
 - [Impact of COVID-19 on care experienced young people](#)
 - [Care experienced young people fund spending](#)

21. APPENDIX 2 – GLASGOW CITY COUNCIL

- [Glasgow Community Planning Partnership – Community Plan](#)
- [Glasgow Integrated Children and Young People's Service Plan 2017-2020](#)

- [Care Experienced Team Progress Report \(April 2019\)](#)
- [Corporate Parent Action Plan \(2016 – 2020\)](#)
- There are a number of initiatives that currently address some of the continuing care needs including:
 - Glasgow's Health & Social Care Partnership (GCHSCP) Continuing Care Employability Services support previously Looked After and Accommodated Young People aged 16 to 26 years offering them intensive and bespoke support to remove barriers to employment, training and further or higher education. This joint initiative was also part of Action for Children's 'Aiming High' programme,
 - The “Arts in the City” project exists to help improve the lives and life chances of Looked After and Looked After and Accommodated children and young people and care leavers through engagement and involvement in the arts.
- [Glasgow Violence Against Women Partnership \(GVAWP\) - Report November 2019](#)
- Glasgow [Rapid Rehousing Transition Plan](#)
- [Glasgow City Council](#) received £301,000 to develop its rapid rehousing transition plan in 2018-19, and £1,332,000 to implement its plan in 2019-20. In 2020-21, we plan to award Glasgow £1,237,000, which will go towards the implementation of its transition plan. Confirmation of that funding is subject to the outcome of the [Scottish Government](#)'s spending review and parliamentary approval of the 2020-21 Scottish budget.
- That funding is in addition to the budget that is available to local authorities to support homelessness work.
- [Glasgow Alliance to End Homelessness](#) - An alliance to tackle homelessness in Glasgow is being commissioned by Glasgow City Council – with a first year budget of £23m. City councillors are considering entering into a multi-party agreement for an initial period of seven years, with an option to extend for a further three. The contract is valued at £187.5m over its maximum 10-year term.
- [Step Down](#) provides a range of services in support of vulnerable young people for numerous local authorities in the Greater Glasgow area and beyond

22. APPENDIX 3 – OTHER NEIGHBOURING LOCAL AUTHORITIES

- Services for children and young people in West Dunbartonshire [Care Inspectorate Report \(2017\)](#)
- [West Dunbartonshire Health and Social Care Partnership \(HSCP\) Performance Report 2018/19](#)
- West Dunbartonshire Council has been given nearly £400k to help

provide support for care experienced youngsters living in the area. A total of £396,000 will be invested in projects designed to boost the attainment of local care experienced children and young people. The council will work with chief social workers, and directors of education, to decide how the funding will be used. Sept 2020

- East Dunbartonshire, the partnership is called [Empowered](#). This is the multi-agency Partnership of services in East Dunbartonshire
- [Renfrewshire, tackling gender-based violence \(GBV\)](#)
- West Dunbartonshire [Homelessness Strategy](#)
- West Dunbartonshire [Homelessness, Prevention and Temporary Accommodation Strategy 2017 - 2020](#)
- West Dunbartonshire [Rapid Rehousing Transition Plan \(2019 – 2024\)](#)
- East Dunbartonshire [Rapid Rehousing Transition Plan \(2019\)](#)
- East Renfrewshire [Young Person's Housing Support Service](#)
- [West Dunbartonshire Health & Social Care Partnership Mental Health Services profile](#)
- [West Dunbartonshire Throughcare & Aftercare services](#)
- [East Dunbartonshire Alcohol and Drugs Recovery Service](#)
- East Dunbartonshire [Criminal Justice Outcomes Improvement Plan 2018 - 2021](#)
- East Dunbartonshire [Criminal Justice Annual Delivery Plan 2018 – 2019](#)
- Renfrewshire [Community Justice Outcomes Improvement Plan 2018 - 2021](#)

23. APPENDIX 4 – VIOLENCE AGAINST WOMEN AND GIRLS

- [Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls](#) Scottish Government funding will assist with the development of measures to tackle all forms of violence against women and girls. (Funding beyond 2020/2021)
- [VAW - Responding to Violence Against Women: Supporting survivors and managing risks: A Good Practice Guide](#) Scottish Government

24. APPENDIX 5 – HOMELESSNESS

- Councils must take account of the statutory [Code of Guidance on Homelessness](#) when delivering services.
- [Homelessness Prevention Guidance \(2009\)](#) to help them develop services and embed an early intervention approach

- [Guidance on the Best Interests of Children \(2011\)](#)
- The [Guidance on Housing Support Duty to Homeless Households](#) came into force in June 2013
- [Scottish Government Homelessness Prevention Strategy Group \(HPSG\)](#)
- [Homelessness and Rough Sleeping Action Group \(HARSAG\)](#)
- [Scottish Government Homelessness Prevention Fund](#)
- [Homelessness in Scotland 2019 - 2020](#)
- [Homelessness and Rough Sleeping Action Group](#).
- [Ending Homelessness Together Action Plan](#)

25. APPENDIX 6 – MENTAL HEALTH

- 25.1. [Glasgow multi-agency guidance for people working with Children and Young People at risk from self-harm or suicide](#)
- 25.2. The [Scottish Government's Children & Young People's Mental Health Task Force](#) set out its recommendations in July 2019.
- 25.3. Glasgow City Council is in the process of setting up a "[Youth Health Service](#)" over three years.

26. APPENDIX 7 – REFUGEES/ASYLUM SEEKERS

- 26.1. The links below are to organisations providing services to asylum seekers or to other information that might be useful. Glasgow City Council is not responsible for the content of external web sites. This list is not exhaustive.
 - [Scottish Refugee Council](#)
 - [The Bridges Programmes](#)
 - [Compass - mental health care for asylum seekers and refugees](#)
 - [Health care for asylum seekers in Scotland - Health Rights Information Scotland](#)
- 26.2. The Council of Europe report [Protecting children affected by the refugee crisis: A shared responsibility](#) outlines some background and the Secretary General's proposals for priority actions
- 26.3. [Refugee and Asylum in Scotland Good Practice Guide](#)
- 26.4. [Glasgow Night Shelter for Destitute Asylum Seekers](#)

27. APPENDIX 8 – ALCOHOL AND DRUGS

- The Scottish Government’s policy is set out in the national strategy [“Rights, Respect, and Recovery”](#).
- The [Glasgow City Alcohol and Drug Partnership Prevention, Harm Reduction and Recovery Strategy 2017-2020](#)
- [“Taking away the chaos” The health needs of people who inject drugs in public places in Glasgow city centre](#) – NHS Greater Glasgow & Clyde
- The [Drug Deaths Taskforce](#) Framework
- [Drug-related deaths in Scotland in 2019 – National Records of Scotland](#)

28. APPENDIX 9 – CRIMINAL JUSTICE

28.1. [National Strategy for Criminal Justice](#)

28.2. [Glasgow City Community Justice Outcomes Improvement Plan 2018 – 2023](#)

29. APPENDIX 10 – POVERTY

29.1. [Child Poverty Strategy for Scotland](#)

29.2. [Glasgow’s Local Child Poverty Action Report 2018 – 2019](#)