

Sharing the learning from whole family support work:

Using insights from data and learning to respond
to what matters for children, families and
communities in Glasgow

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CELCIS Support - Overview

- Background & Context
- Leading for Change in Complex Systems
- Our Approach
- Progress

Background & Context

- 2016 – 2019: A design for transformational change
- 2020 – 2025: A vision for a shared approach
- 2025 onwards: Support for a joined up approach



Leading for change in complex systems

What new ways of working are required for system transformation?

What are the functions of leaders in complex systems?

What new ways of working are required for system transformation?

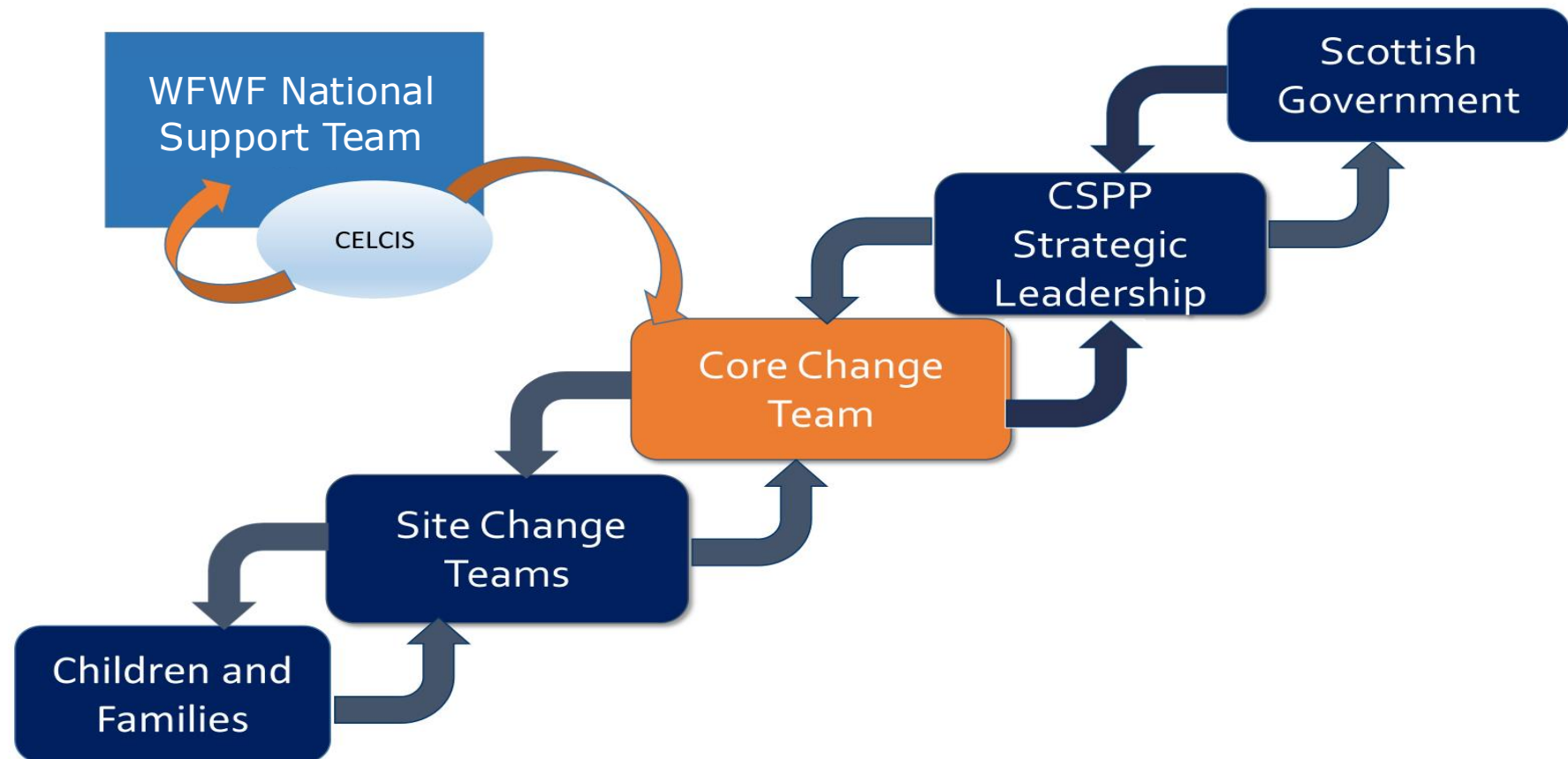
- A shift from traditional public service systems
- Children's Services Reform Research (CELCIS 2023) – highlight barriers to multi agency working:
 - siloed working
 - professional power imbalances
 - professional hierarchies



What do we want these new ways of working to look like?

- Valuing lived experience
- Being flexible and adaptive
- Non judgemental & empathic
- Building trusting relationships
- Providing truly co-ordinated support

What structures are required for learning, sensemaking and analysis?



Our Approach

Support was offered to focus on the following core functions:

- Creating stability
- Paying attention to relationships
- Capturing learning systemically
- Closing the loop/feedback loops

Progress

Leaders made 5 commitments:

1. Leadership Development
2. Guiding Principles
3. Reflection & Direction
4. Innovation & Development
5. Learning

Progress:

- Increased use of systems-thinking language and tools in leadership discussions and documents.
- There are now spaces created for integration and learning
- Evidence of reflective practice influencing decision-making (e.g. strategic shifts, adaptations).
- Changes to the way in which multi disciplinary fortnightly sessions are led and facilitated
- Shared learning sessions from workstream leads and opportunities for discussion, reflection, making connections across the programme and thinking through next steps about how best to make links with other parts of the system that support local communities (including third sector supports)
- Recognizing that voice and participation needs to be strengthened to inform the work