

Highland Whole Family Wellbeing Programme

Self-Assessment Toolkit and Element 1 Funding Application Guidance

OUR VISION

**Every family that needs support gets
the right family support, at the right
time, to fulfil children's rights to be
raised safely in their own families,
for as long as it is needed**



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GLOSSARY OF TERMS in the context of Holistic Whole Family Support

Children and Young People (CYP) – pre-birth to 18, or up to the 26th birthday for care leavers in receipt of aftercare or continuing care, who may or may not be resident with the family.

Family - this toolkit refers to all families, not only those already accessing family support. Family will be as defined by them themselves, recognising some CYP may be part of multiple family units.

Service/Organisation – any resource, Statutory or Third Sector who is providing holistic whole family support.

Staff – any person representing a service in a paid or unpaid role.

Stakeholders - all CYP, all families, staff within and outside your organisation, communities, Highland Community Planning Partnership.

System – The system is defined as all stakeholders whose relationships are key to actualising the vision of holistic whole family support in Highland.

Collaborate – working jointly to achieve a shared goal with shared purpose.

‘Reach in’ – families are and feel empowered, having confidence to express their need and access the support they need when they need it.

Community of practice – stakeholders in Highland who share a concern or a passion for holistic whole family wellbeing and support and interact regularly to learn how to do it better.

Data – information available from families, community and service narratives plus numerical data and research evidence from local and national sources

Evidence based need – stakeholders are consistently data driven to review, develop and enhance holistic family support in Highland.

SHANARRI – the eight GIRFEC principles that every child should be: safe, healthy, achieving, nurtured, active, respected, responsible, included.

Social Prescribing - is about people finding out what matters to them. It is about helping them to find the right support when they need it, connecting them with activities, groups and services in their local community that can help address some of the challenges and issues that they may be struggling with.

GIRFEC Staged Intervention Model

- Universal Support and Information – Children, young people and families are thriving with no additional support needs. They access everyday services e.g. Education, early years settings, GP, community services.
- Early Intervention and Prevention – services that support children, young people, and families before they meet the threshold for intervention from Children’s Services.
- Enhanced Support - the child, young person and family’s needs may require multi-agency interventions at substantial level.
- Intensive Support - the child, young person and family are assessed as having exceptional additional support needs, an intense level of multi-agency coordination is required, and a co-ordinated support plan is in place which may include Statutory measures.

SMART Action Planning (Specific, Measurable, Achievable, Realistic and Timely).

- A manageable number of improvement priorities which focus on areas for development to improve outcomes for children, young people and families.
- The impact that improvement actions may have should be measurable.
- Clearly identified responsibilities for implementation linked to named individuals, lead services or partnership groups.
- Clear timescales with milestones, deadlines and dates for reviewing actions if necessary.
- Measures of success that include performance data, quality measures and stakeholders' views.

Fair Work Practices

Fair Work First is a Scottish Government policy which applies to any public sector funding, awarded on or after 1 July 2023. If you are awarded a grant, you will be required to follow the guidance to adopt fair work practices within your organisation, in a way that is relevant and proportionate to the activity you have agreed to deliver. The criteria to pay the real Living Wage and provide appropriate channels for effective workers' voice, are the minimum terms that apply to grant recipients of this fund.

Introduction

The Whole Family Wellbeing Programme (WFWP) in Highland is a change and innovation programme driven by several wide-ranging national policies and strategies.

The Programme reports to the Integrated Children's Service Board and upwards to the Highland Community Planning Partnership.

The work of the Whole Family Wellbeing Programme is aligned to and driven by the following National policies:

- [Scottish Government's Route-map and National Principles of Holistic Whole Family Support](#)
- [The Promise Plan 2021 – 2024](#)
- [Best Start Bright Futures – Tackling Child Poverty Delivery Plan 2022 – 2026](#)
- [National Trauma Training Framework](#)
- [Families Affected by Drug and Alcohol Use in Scotland – A Framework for Holistic Whole Family Approaches and Family Inclusive Practice](#)
- [UNCRC](#)
- [GIRFEC](#)
- [COVID Recovery Strategy – For a Fairer Future](#)

The Programme supports activity, across Highlands' localities that strengthen the Programme's Four Pillars and the Principles of Holistic Whole Family Support.

With partners the Programme will work towards holistic, timely and prevention focussed family support that addresses needs when they arise and not just at the point of crisis. In doing so, reducing the chances of family breakdown and ultimately the number of families entering the care system.

Pillars and Principles

[Scottish Government's Route-map and National Principles of Holistic Whole Family Support](#) highlights the key pillars which underpin holistic whole family support and provide the structure upon which change can be achieved.

The Programme's four Pillars are outlined here:

Children and Families at the Centre

Support that has children and families at the centre, with their voices and choices central to what services should and can look like, with meaningful participation at every level of decision making.

Availability and Access

Support is available and accessible to all, without stigma or discrimination with equality central in all aspects, families know what is out there and how to access it, with a shift in emphasis towards early prevention and intervention.

Whole System Approach / Joined Up Support

Support is joined up with single points of contact and is relationship and community based, avoiding multiple practitioners and services, and families navigating a complex space without finding the right support.

Leadership Workforce and Culture

Leadership is key to developing a culture of collaboration and innovation with a skilled supported workforce working seamlessly across sectors to support families.

The Principles of Holistic Whole Family Support are outlined here:



Weaving together the four Programme pillars, are the Principles of Holistic Whole Family Support. Some of these reaffirm aspects of the approach and ethos embodied within the four pillars and others highlight additional core elements, [See Appendix 1](#) for more detail.

Self-Assessment Toolkit – Purpose

This Self-Assessment Toolkit is based on quality indicators of a holistic whole family wellbeing approach and has five functions.

1. Support **development of a shared language and understanding** of Holistic Whole Family Support across Highland (and Scotland)
2. Provide an **evaluative baseline assessment** for organisations providing services in and for Highland families and communities.
3. Provide organisations and local partnerships with **data evidence**, supporting ongoing reflection and service improvement alongside all stakeholders.
4. **Identify strengths, successes for celebration and promotion**, areas for development and gaps in provision.
5. **Mandatory element of applications** to the Highland Whole Family Wellbeing Fund.

Continuous Self-Assessment

Used effectively, continuous self-assessment helps partners to monitor progress and continue to strive for excellence. Where best practice is identified, it should be celebrated, and shared with others. If aspects, impacts, and outcomes are not as good as expected, the source of the issues can be identified by ‘taking a closer look’ at a particular theme or topic. This proportionate approach allows partners to focus on priority areas rather than routinely covering all aspects of their service/organisation.

Establishing a baseline - how good are we now?

The use of the quality indicator statements within each pillar will enable services/organisations to benchmark current practice and establish a way to measure progress. Answering these challenge questions will help partners identify strengths within and across service delivery and begin to consider areas which need to improve or further develop. [See Appendix 2 What Does Success Look Like?](#)

Gathering evidence - how do we know?

Conclusions should be based on a range of evidence sources and might include:

- Outcome data collected nationally, locally or within a service.
- Direct surveys of ALL *stakeholders' views – direct feedback, stories of change, observation, and evaluation of practice
- Photographs and other media including website and/or social media.
- Reviews of a range of documentation that evidences decision-making processes.

Please be sure when submitting evidence that all personal data is fully redacted, and permission is sought if sharing photographs or videos.

Next steps – what do we plan to do next?

This self-assessment tool, regardless of 'why' it is being used, gives a set of clear quality indicators and tangible priorities for a strategic approach to Holistic Whole Family Support services improvement and development.

Data will be captured and will inform the wider programme development which might include service directory, community of practice, celebrating success sharing practice, and enable reports to the Highland Integrated Children's Services Board, The Highland Community Planning Partnership Board, the wider Highland partnerships and the Scottish Government.

*Ensuring children and young people's voices are fully reflected and are sought in age/stage appropriate ways.

How to Complete the Self-Assessment

Getting Started

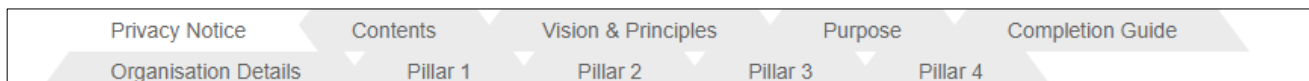
This is the link to the form. It is most effective if you copy the link and paste into Google search engine as opposed to other options. <https://form.jotform.com/241722257138354>

If you do not have a JotForm account, you do not need one. You get the choices of sign up with Google, Microsoft or email. If you do not wish to sign up, click '**Skip Create an Account.**' At that point you will be asked for the email address you want all correspondence to go to.

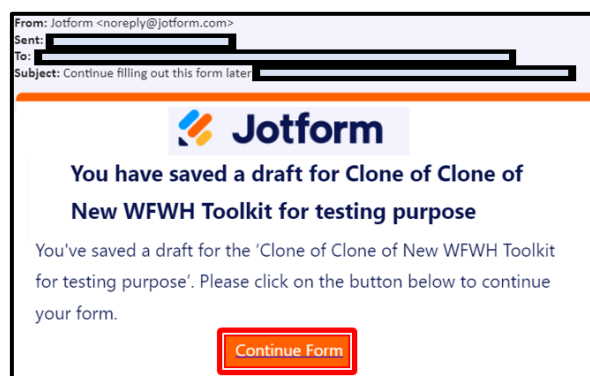
If you do have a JotForm account, the system will ask you to sign in to your account but note, it is this login email to which all correspondence will be sent, even if you put a different email address in the body of your form when you start to complete it.

Populating Your Form

At the top of the page, you will see these tabs which allow you to toggle between sections.



- Step 1** Begin by reading the privacy notice. In order to progress with the form, you need to confirm you have read the notice.
- Step 2** You will be asked to create a password in the toolkit which is set to be 8 characters long and be a mix of numbers and letters. Please make an immediate secure note of your password. You will need this if and when you go on to complete a fund application form as it will pre-populate that form with basic detailed information from your self-assessment, avoiding unnecessary repetition.
- Step 3** Provide the email address to which all correspondence should be sent. Accuracy with email address is vital.
- Step 4** We advise you to choose the 'Save' option now, before going any further. This allows you to then review the information tabs (Contents, Vision and Principles, Purpose, Completion Guide) before beginning Step 6.
- Step 5** The email address given in Step 3 will receive an email with a link that allows the recipient to return to the self-assessment for ongoing editing and updating. Save this email. It will look like this image.



If you do not receive this email, it could either be because:

1. It has gone to your Junk email folder.

OR

2. You are logged into your Jotform account and the email has gone to the registered email address.

Step 6. Organisation Details

Note: Areas with * are mandatory and must be populated to enable you to move to next question.

Q1. Are you completing this as the mandatory element of an application to the Whole Family Wellbeing Fund?

This toolkit has 5 purposes as highlighted in 'Purpose' Tab. If you are completing this in relation to functions 1-4, then select 'no'. If it is as part of a fund application, select 'yes'.

Q2. Date form completed

Enter the date you began completing the form.

Q3. Name of organisation/lead partner

This is the name of your organisation as it appears on your constitution, articles, or other form of governing document. If you are completing this self-assessment for your own organisation for functions 1-4, use your own organisation name. If you are completing as part of a collaborative partnership initiative, i.e. on behalf of a group of organisations, you should agree who is the lead partner and add the details of the lead partner here.

Q4 to Q7. Main contact details

This should include the name, job title/role and contact details of the person we will be corresponding with the most, the person likely to have an operational responsibility for the work outlined in the application.

Q8. Website/Social Media

If you have these platforms, please note the web address and the names of social media pages.

Q9. What type of organisation are you?

Chose that which describes your organisation.

Q9a. If you are submitting as part of a partnership, please give details on the lead organisation.

This is most likely to be that of the person completing this form.

Q9b. Specify Statutory Service (this will only appear if you have selected 'statutory service' in Q9).

Q9c. Specify Other (this will only appear if you have selected 'other' in Q9).

Q10. Are you a branch of a larger organisation?

Q10a. Provide the name of organisation (this will only appear if you answered 'yes' to Q10).

Q11. Who do you provide support for?

Please select all that are relevant to this self-assessment.

Q11a. Describe 'other' (this will only appear if you selected 'other' in Q11).

Q12. When do you provide support?

Please select all those relevant to this self-assessment.

Q12a. Provide "other" times/rota of support (this will only appear if you selected 'other' in Q12).

Q13. What type of support do you offer?

Please describe what the support you offer looks like to families and/or any specialist themes or focus for your work e.g. in person in your or another setting, home visits, online, text based, helpline, befriending, specialist (poverty, employment, drug and alcohol, gender-based violence).

Q14. How would you describe your support in line with GIRFEC Staged Intervention Model?

GIRFEC Staged Intervention Model – stage definitions.

- **Universal** Support and Information – Children, young people and families are thriving with no additional support needs. They access everyday services e.g. Education, early years settings, GP, community services.
- **Early Intervention and Prevention** – services that support children, young people, and families before they meet the threshold for intervention from Children's Services.
- **Enhanced** Support - the child, young person and family's needs may require multi-agency interventions at substantial level.
- **Intensive** Support - the child, young person and family are assessed as having exceptional additional support needs, an intense level of multi-agency coordination is required, and a co-ordinated support plan is in place which may include statutory measures.

Q15. Choose the locality/localities your service covers.

You can select more than one area if required and choose 'Pan Highland' if the organisation/service can be delivered throughout Highland.

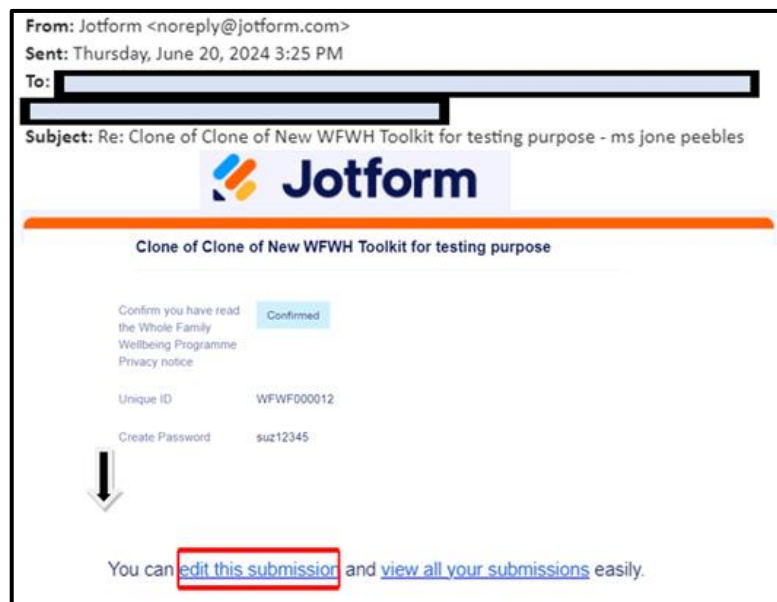
Step 7 Self- Assessment Quality Indicator Checklist

Guidance for completing this section can be found under 'Completion Guide' tab at the top of the form. Please note a response is required in every field to allow you to move to next indicator.

Step 8 Submit Your Self-Assessment

The self-assessment toolkit is a live document that will never have an end date or final submission. It is a tool as described in functions 1-4, to support ongoing reflection in action, developing and enhancing holistic whole family wellbeing support.

Please submit your self-assessment after your first run through of the Quality Indicator Checklist. Doing so will generate an email copy of your form. Scroll to the very bottom of this email and select 'edit this submission' as highlighted in the image below. This function allows you to return to your self-assessment for ongoing review and edit.



Highland Whole Family Wellbeing Fund

Element 1: Locality Community Based Activity Small Grant Fund - Grants up to £10K

This fund supports local community-based activities, addressing family wellbeing activities based on locality need. In this round, prioritised to tackle Poverty based inequality, applications will be directed to include the following family types:

*Family Type
Families where the mother is under 25
Lone Parent Families
Families which include children or adults with disability
Larger Families (3 or more children)
Minority Ethnic Families
Families with a child under 1

*Source: [Best Start, Bright Futures: Tackling Child Poverty Delivery Plan 2022-2026 \(www.gov.scot\)](https://www.gov.scot/best-start-bright-futures-tackling-child-poverty-delivery-plan-2022-2026)

It is targeted at grass roots smaller third sector organisations and will encourage joined up approaches in locality to avoid duplication and siloed working. Wherever possible it will encourage match funding opportunities.

Who can apply?

Smaller third sector organisations. Joined-up approaches in locality are encouraged to avoid duplication and siloed working, as are match funding opportunities.

Any constituted third sector organisation who has access to their own bank account and can demonstrate their ability to competently deliver what they set out in their own application.

Organisations that are eligible to apply include:

- Charity
- Not for profit company
- Unincorporated association
- Trust
- Partnership
- Statutory Service
- Other

The Whole Family Wellbeing Fund is primarily focused on supporting operational and revenue costs, volunteer and staff costs, expenses, equipment, etc. to fulfil the activity.

The Whole Family Wellbeing Fund cannot fund:

- Contingency costs, loans, endowments, or interest
- Electricity generation and feed-in tariff payment
- Political or religious campaigning
- Profit-making/fundraising activities
- VAT you can reclaim
- Statutory activities
- Overseas travel
- Alcohol

How to apply

Guidance and Support

Help for completion of applications will be provided by HTSI and the Whole Family Wellbeing Programme.

HTSI colleagues will regularly review partially completed applications to support you to submit your strongest application possible. The earlier you submit your application before the deadline, the more time HTSI colleagues have to provide everyone with advice and guidance.

You can access the support from HTSI by emailing funding@highlandtsi.org.uk. **You must include 'WFWP Application Support' in the subject bar of your email.**

Information Workshops

A series of Information Workshops have been arranged in partnership with HTSI, where we invite you to learn more about the Self-Assessment Toolkit as well as the fund criteria for 2024/25 and the Application Process.

Information Workshops covering the Self-Assessment Toolkit and Application Process for Element 1 Fund 2024/25	
Thursday 4th July 10.00 – 12.00	WORKSHOP - Whole Family Wellbeing Team and HTSI - Teams link will follow once Registration complete.
Wednesday 17th July 14.00 – 16.00	WORKSHOP - Whole Family Wellbeing Team and HTSI - Teams link will follow once Registration complete.
Tuesday 23rd July 11.30 – 13.30	WORKSHOP - Whole Family Wellbeing Team and HTSI - Teams link will follow once Registration complete.

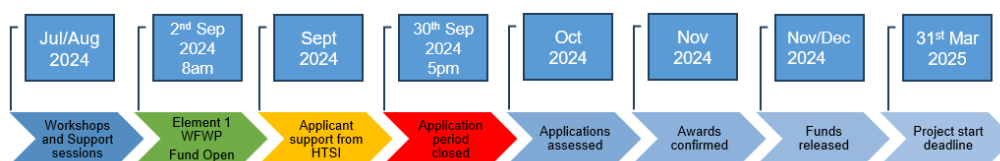
Support Sessions

A series of drop-in Support Sessions are available for those completing the Self-Assessment Toolkit and Application Process for the Element 1 Fund. You may have attended the Workshops and require some further guidance. These sessions are a chance to clarify any points, ask any questions you may have in this regard to assist you with your Self-Assessment Toolkit and the Application process.

Support Sessions covering the Self-Assessment Toolkit and Application Process for Element 1 Fund 2024/25	
Tuesday 6th August 12.30 – 14.00	Drop-in Support Session (MS Teams Link) Whole Family Wellbeing Team
Thursday 8th August 17:30 – 19:30	Drop-in Support Session (MS Teams Link) Whole Family Wellbeing Team
Wednesday 14th August 12.30 – 14.00	Drop-in Support Session (MS Teams Link) Whole Family Wellbeing Team
Thursday 22nd August 12.30 – 14.00	Drop-in Support Session (MS Teams Link) Whole Family Wellbeing Team
Monday 26th August 17:30 – 19:30	Drop-in Support Session (MS Teams Link) Whole Family Wellbeing Team
Tuesday 27th August 12.30 – 14.00	Drop-in Support Session (MS Teams Link) Whole Family Wellbeing Team

Application Deadlines

Late applications cannot be considered.



Fund Assessment Process

Applications will be scored alongside the fund criteria and the Programme Pillars and Principles of Holistic Whole Family Support. This process will be undertaken by the Whole Family Wellbeing Programme and in collaboration with the Whole Family Wellbeing Local Partnership Network Group (LPNG) or representatives.

If applications are received for similar projects in locality areas and are seen to duplicate each other, the Whole Family Wellbeing Programme, HTSI and the relevant Local Partnership Network Groups will discuss options with those applicants.

The Programme Manager will report fund activity to the Integrated Children's Services Planning Board and the Whole Family Wellbeing Change Leadership Group.

Completing the Application Form

Step 1 **Follow this link to the online application form.**

<https://form.jotform.com/241771754181358>

It is most effective if you copy and paste the link into Google search engine as opposed to other options.

The person completing the application form must be able to access the 8 character password created in the self-assessment toolkit. It is required to open the fund application form and will enable the 'Organisation Details' from that self-assessment to be prepopulated in the application form.

ALL FIELDS MUST BE COMPLETED UNLESS STATED OTHERWISE

Step 2 **Application Details**

Q1. Please describe the project / proposal including its key aims and activities, evidencing how this supports the ethos of Whole Family Wellbeing

Please include details of what you intend to develop, how you plan to implement it and evidence you have gathered to support the need.

Q2. Is any other organisation already providing a similar service in the proposed locality?

This fund will support collaboration and joint applications. It will not fund duplicate services in one locality.

Q2a. Provide details relating to 'Yes' response (this will only appear if you have selected 'Yes' in Q9).

Please provide information which highlights how your application will compliment and work alongside this service.

Q3. The following family types are considered to be the most at risk of Poverty. Please select any (or all) who are likely to engage with this project?

Q4. What is your application for?

Select that which applies to your application.

Q5. What is the projected REVENUE expenditure for the project/proposal?

Revenue costs are often associated with staffing costs or regular overheads like room hire, food supplies, tutor hire. Again, if you are unsure, you should seek advice before completing your application.

Revenue costs may include, but are not restricted to the following:

- Staff salaries (including pensions and employers' costs)
- Professional fees
- Insurances
- Payroll overheads
- Room hire
- Travel costs

You do not have to itemise every item, try to group them in logical categories - 'furniture for workspace' would do as a grouped heading for example.

Q6. What is the projected CAPITAL expenditure for the project/proposal?

Within the guide amount of >£10,000 you can include a maximum of £2,000 for capital expenditure that contributes to the delivery of the project outcomes. This limitation does not apply to the purchase of small items of equipment.

Capital costs may include, but are not restricted to the following:

- IT equipment purchase
- Building renovations
- Desks and Chairs

Again, you do not have to itemise every item, e.g. 'furniture for workspace' would do as a grouped heading.

Q7. Details of any match funding (if applicable)

Match funding is not compulsory. If applicable to your application, note the amount, the funding body and if the award is confirmed or not. There is a space for additional comment in each row – if required.

Q8. Amount requested (rounded to nearest whole number)

Please enter the estimated total cost of completing your project and confirm the amount you are requesting from the Whole Family Wellbeing Programme Fund.

Step 3 Your Proposed Outcomes

Q9. What results or changes will families experience as a result of the proposed project? Please provide one or more outcome(s).

An outcome is about the change you want to make for participants as a result of your outputs (what you actually deliver on a daily basis), so it will usually include active language like ‘reducing/decreasing’ or ‘increasing/improving’.

While an output could be: 25 peer support sessions attended by 45 individuals, an outcome is the reason you deliver those sessions, e.g.:

- increased resilience and confidence
- improved confidence to make informed decisions about their health
- reduced absence from work due to mental ill health

Your outcomes, i.e. the changes you are describing, should be measurable within the period of your project. Avoid outcomes you cannot measure or evidence. From the beginning of the project, think about and plan how you will measure the impact on families lives during and by the end of the project.

Finally, remember that outcomes are not measurements of outputs, more does not always equate to better. One outcome achieving long term change can be better than four, unmeasurable, unsustainable ones.

Step 4 Tell us more about your organisation/partnership

Q10. What is the legal structure of your organisation/partnership?

Q11&Q12. Registered Charity Number

If not applicable move to the next question.

Q13. How many people are on the board or committee that runs your organisation (if applicable)

We are looking for the current number of trustees or directors.

Q14. In which locality do you plan to focus your work?

Select more than one area if required and choose ‘Pan Highland’ if the organisation/service can be delivered throughout Highland.

Q15. Is there a specific geographic community or neighbourhood you will focus on within the above locality?

This should be completed if your project/proposal is restricted to a particular community within the locality area.

Step 5 Tell Us About Your Proposal

Q16+Q17. Select the date you will start and end your activity.

Q18. Describe how you identified a need for this activity?

We particularly want to know how the people to benefit from this activity have been part of the process leading up to this application. Use the information in Pillar 1 of your self-assessment toolkit to help you here.

Q19. Describe what you will do to reduce/eradicate the barriers to inclusion experienced by your target group(s) or any other participants.

In this section describe those social, emotional, physical barriers that you anticipate and how you will strive to reduce and eradicate them. Also, describe how you will respond to any unforeseen barriers as they appear during the life of your project/proposal. Think about the proactive approaches you might take. Pillar 1 and 2 of your self-assessment toolkit will help you here.

Q20. Tell us how you are working with other organisations, agencies, or businesses in your area/locality.

Evidence of collaboration, cohesion and partnership approaches are favourable. Pillar 1 and 3 of your self-assessment toolkit will help you here.

Q21. Describe how you will apply Fair Work Practices to your project and support staff retention and recruitment.

Go to [Glossary of Terms](#) for more information about Fair Work Practices plus Pillar 4 of your self-assessment will help you here.

Step 6 Confirmation

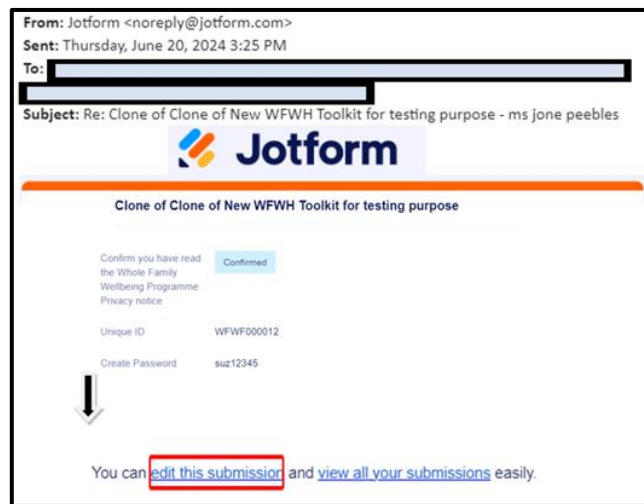
Q22. Please confirm you have the authority for submitting this application and the potential undertaking it represents.

Please sign and print your name. enter your designation within your organisation OR if you are applying on behalf of a partnership, enter your role within it.

Q23. Attach a copy of your latest independently verified accounts, as required by your governance structure, or a financial statement if you don't yet have one year's accounts.

Step 7 Submit Form

On submitting the form, you will receive a confirmation email as you did with your self-assessment. Again, save the email. You can also scroll to the very bottom of this email and select 'edit this submission' as highlighted in the image below. This function allows you to return to your application for edit and enhancement. You can continue to make changes up **until 5pm on the 30th September**, whereafter the form will be closed to further changes. No amendments to the application form will be permitted after this time.



Appendix 1 - 10 Principles of Holistic Whole Family Support

Non-Stigmatising

Support should be promoted and provided free from stigma and judgement. Services should be as normalised as accessing universal services.

Whole Family

Support should be rooted in GIRFEC and wrapped around the whole family. This requires relevant join up with adult services.

Needs Based

Support should be tailored to fit around each individual family, not be driven by rigid services or structures. It should cover the spectrum of support from universal services, more tailored support for wellbeing, and intensive support (to prevent or in response to statutory interventions). Creative approaches to support should be encouraged.

Assets and Community Based

Support should be empowering, building on existing strengths within the family and wider community. Families should be able to 'reach in' not be 'referred to'. Support must be explicitly connected to locations that work for local families and the community, such as schools, health centres, village halls and sports centres.

Timely and Sustainable

Flexible, responsive, and proportionate support should be available to families as soon as they need it, and for as long as it is required, adapting to changing needs.

Promoted

Families should have easy, well understood routes of access to support. They should feel empowered to do so and have choice about the support they access to ensure it meets their needs.

Take Account of Families' Voice

At a strategic and individual level, children and families should be meaningfully involved in the design, delivery, evaluation, and continuous improvement of services. Support should be based on trusted relationships between families and professionals working together with mutual respect to ensure targeted and developmental support.

Collaborative and Seamless

Support should be multi-agency and joined up across services, so families do not experience multiple referrals or inconsistent support.

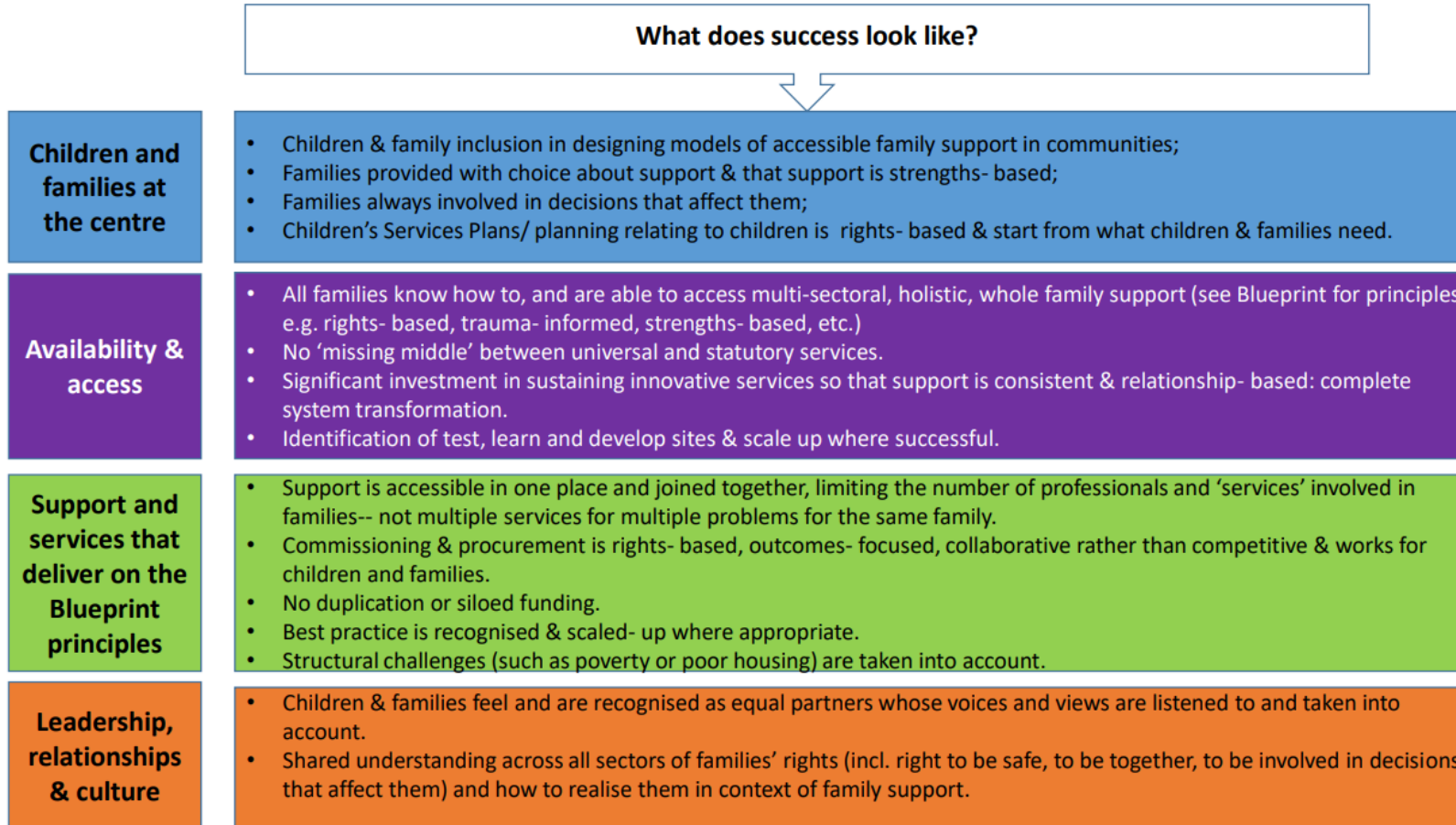
Skilled and Supported Workforce

Support should be informed by an understanding of attachment, trauma, inequality and poverty. Staff should be supported to take on additional responsibilities and trusted to be innovative in responding to the needs of families.

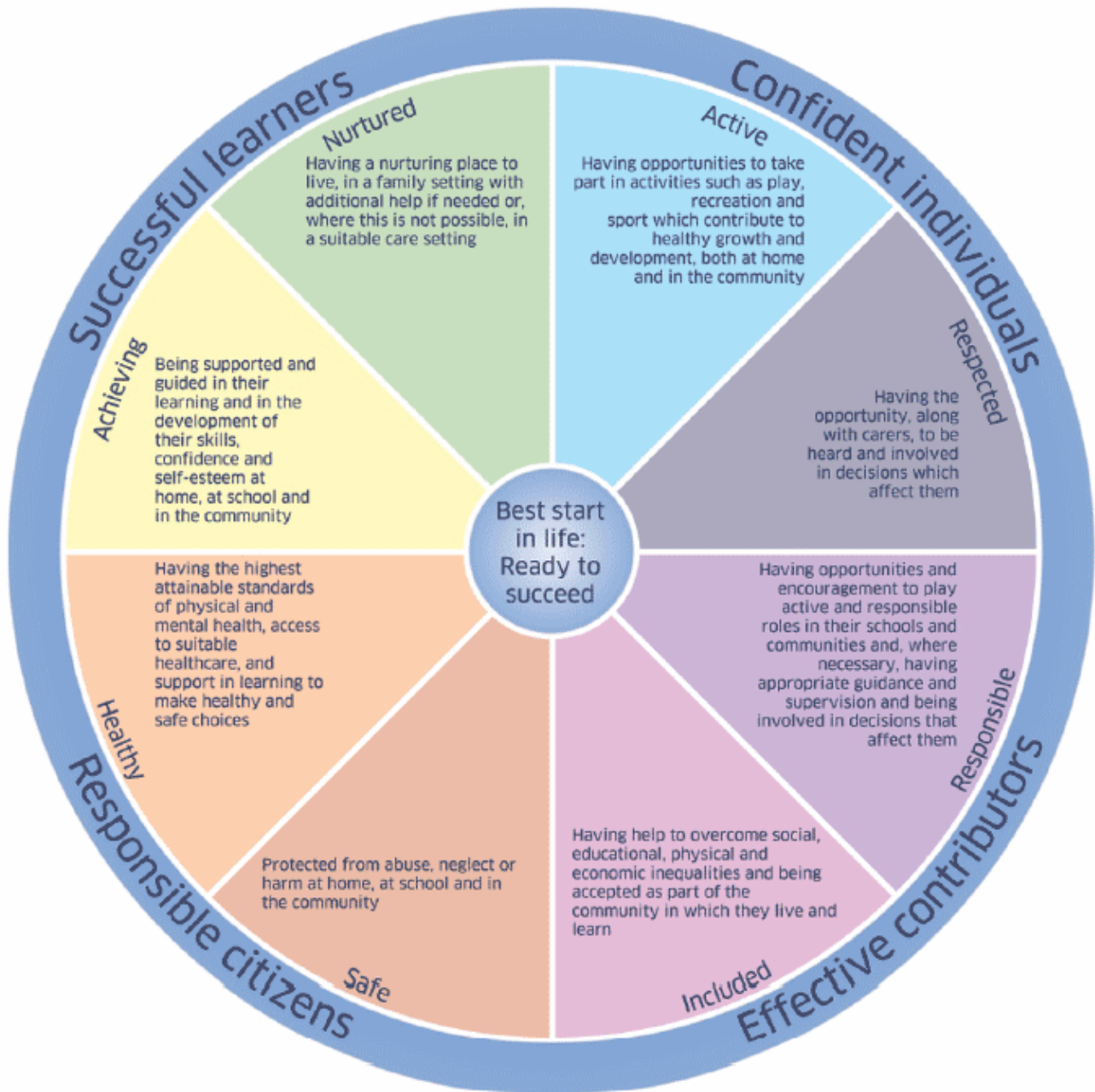
Underpinned by Children's Rights

Children's rights should be the funnel through which every decision and support service is viewed.

Appendix 2 – What does Success Look like?



Appendix 3 - Getting it Right for Every Child – 8 GIRFEC Indicators



Appendix 4 – Key Principles of Trauma Informed Practice

[Excerpt from Trauma Informed Practice: A Toolkit for Scotland](#)

Safety

Efforts are made by an organisation to ensure the physical and emotional safety of clients and staff. This includes reasonable freedom from threat or harm, and proactively avoids service generated re-traumatisation.

Trustworthiness

Transparency exists in an organisation's policies and procedures, with the objective of building trust among staff, clients, and the wider community.

Choice

Clients and staff have meaningful choice and a voice in the decision-making process of the organisation and its services.

Collaboration

The organisation recognises the value of both staff and clients' experience in overcoming challenges and improving the system as a whole.

Empowerment

Efforts are made by the organisation to share power and give clients and staff a strong voice in decision-making, at both individual and organisational levels.