

Report

Report to:	Social Work Resources Committee
Date of Meeting:	20 June 2018
Report by:	Director, Health and Social Care

Subject:	Inclusion as Prevention
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee of the successful bid to the Early Action System Change (EASC) Fund of the Big Lottery for £742,146 for the “Inclusion as Prevention” project, which was a partnership project for a five year period, between the Centre for Youth and Criminal Justice (CYCJ), Action for Children (AFC), Dartington Service Design Lab and the local third sector

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the contents of the Big Lottery Bid and the implementation by partners of the “Inclusion as Prevention” project over a five year period; and
- (2) that an annual report, with progress and highlights of the programme, be submitted to future meetings of the Committee.

3. Background

- 3.1. On 20 August 2017, the Big Lottery launched the EASC Fund. The £7.5million fund was open to the public sector and 3rd sector partnerships across Scotland and aimed to make 8-10 awards of up to £1m for projects that can last up to five years.
- 3.2. The Fund supports projects which provide fundamental shift towards early intervention by changing systems and supports which are currently in place.
- 3.3. The Big Lottery indicated that all successful proposals must be developed in partnership with the third sector and local communities. Evidenced based research and testing interventions were also supported.
- 3.4. Projects required illustrating match funding, one method is that all projects are expected to commit at least 5% of relevant identified budgets available to move to earlier stages in a system, by the end of the five year term. The Big Lottery advisor indicated that projects should have an element of match funding from the start of the five year project.
- 3.5. This proposal for a strategic system shift was supported by the Children’s Services Planning Group, led by the Service Manager, Children and Justice Services who reported to the Head of Children and Justice Services, SLC.

4. Proposal Outline

- 4.1. The SLC proposal was titled “Inclusion as Prevention”.

- 4.2. The “Inclusion as Prevention” proposal outlined an application for £0.75m over a five year period in order to seek to re-shape the design and delivery of preventative services for children and young people who are at risk of offending and their families.
- 4.3. The goal is to prevent offending by promoting inclusion, tackling the root cause and, subsequently, significantly improving the outcomes achieved by some of the most vulnerable children and young people in South Lanarkshire, so that the people of South Lanarkshire have better lives.
- 4.4. A collaborative approach is an essential element of the criteria indicated by the Big Lottery. Therefore, the proposal was developed in partnership with:
 - ◆ the CYCJ (funded by the Scottish Government and hosted by the University of Strathclyde) who have offered their expertise in the field of Youth Justice
 - ◆ AFC who have a track record with innovative services (such as Functional Family Therapy), consultation and collaboration with communities, children, young people and families
 - ◆ Dartington Service Design Lab (who have previously worked in partnership with two other local authorities funded by the Big Lottery).
- 4.5. Together, the aim was to work alongside families with a focus on timely, appropriate and inclusive supports. A key aim is for planning and delivery of supports to be led by the families at the centre of the process, to be evidence-based and, ultimately, to promote, develop and strengthen families and communities.
- 4.6. The project requires great care and sensitivity to ensure interventions are positive and avoid some dangers of system contact around stigmatising or labelling those experiencing vulnerability and trauma.
- 4.7. This can be achieved by reframing the thinking around prevention. Prevention focuses on a negative, on stopping something. In doing so, it encourages thoughts about problem people, troubled families and communities which need to be constrained. This approach labels ‘them’ as separate from ‘us’.
- 4.8. However, the evidence suggests that there are people and communities who are excluded from society, who are excluded from accessing services and supports, who are not able to exercise their rights as full members of society and it is this exclusion which plays a major role in contributing to offending.
- 4.9. A key aim for the project is to support the system to rethink and to explore what happens when the system focuses on including people and helping them to do something rather than preventing something.
- 4.10. The project also intends to offer a model of inclusion as a mechanism to support the prevention of offending which could be adopted by other organisations, systems and areas. It would also have the potential to shape the design and ambitions of policy at strategic, organisational and governmental levels.
- 4.11. Over the five year period, pilots of interventions will be developed that are identified by families and communities as potentially meeting identified unmet needs and ideally develop a ‘menu’ of interventions that would be inclusive and preventative in nature. These interventions could be provided by local third sector providers who may already be able to provide such interventions, or may need to be trained in

particular methods etc. Another style of intervention could be re-modelling a public sector service to provide the intervention that is required. Such interventions would be piloted and carefully evaluated.

- 4.12. Action for Children will lead on co-production, employing an engagement officer to ensure the meaningful engagement, involvement and co-production of children, young people and families in the re-design process and to engaging with the local third sector groups.
- 4.13. Dartington will lead on gathering longitudinal research over the five year period, utilising the baseline data available from Re-aligning Children's Services, using this data to establish an evaluative system for assessing the 'test and change' of the intervention phases and taking a longitudinal approach.
- 4.14. The CYCJ will involve an employee to gather information about national services, best practices and developments Scotland-wide that can inform the project and will employ a researcher to lead on the improvement methodology throughout the project.
- 4.15. SLC Social Work Children and Justice Services will support and participate in these developments, identifying areas for change and working towards implementing strategic change, buy-in and ownership. The bid also proposed that this project would be piloted in the Rutherglen/Cambuslang area and tests for change would roll- out across localities during the course of the five year project.
- 4.16. By the end of the five years, this approach would aim to evidence that funding preventative services does lead to reduced spending in Acute Services and would be pioneering in both South Lanarkshire and nationally in terms of re-aligning Children's Services in relation to children and young people at risk of offending.
- 4.17. SLC in partnership with the CYCJ, AFC, Dartington and the third sector have successfully secured funding from the EASC Fund of the Big Lottery for the "Inclusion as Prevention" project. The bid connects with the young people, children and families theme of the Big Lottery. It also fits with the Big Lottery values as it is, "people-led, connected and strengths-based". In essence, the bid aims to address the root causes of inequality by helping local organisations collaborate to make a shift to taking early action, so that people have better lives.
- 4.18. The steering group formed during the development of the bid is overseeing the formation of the detailed initial delivery plan (six month period) to secure the release of the lead in payment of 10% of the total funding from the Big Lottery. The steering group is chaired by the Children and Justice Service Manager and includes representatives from the third sector, AFC, CYCJ, Finance, Education and Police Scotland. Membership may change and develop as the project evolves.
- 4.19. The Chair of the steering group will report to the South Lanarkshire GIRFEC strategy group on the progress with implementing the project. The initial plan includes developing contractual arrangements between SLC and partner agencies included in the bid. The contract will outline key responsibilities and processes for the distribution of funds to partner agencies.

- 4.20. The initial phase of the project will involve recruiting for a Community Engagement Worker, an Improvement Worker, establishing data recording processes, undertaking literature reviews and purchasing necessary equipment.
- 4.21. A further update will be provided to the Committee following the commencement of the project in the autumn of 2018.

5. Employee Implications

- 5.1. The Team Leader, Operational Development and Children and Justice Service Manager will provide an “in kind” contribution to the project. This includes co-ordinating relevant information, chairing a steering group and reporting to the GIRFEC group on progress with this project.

6. Financial Implications

- 6.1. £742,146 had been offered to deliver the “Inclusion as Prevention” project over a five year period.
- 6.2. The Big Lottery will provide a 10% lead-in payment following the completion of a detailed delivery plan, with key dates and outputs within six months. The second payment would be made once the delivery plan is accepted and approved. There will be a review point after the development phase of the project and if development work does not lead to a viable plan, grants may end early through a contract break clause.
- 6.3. This grant will fund the research, community engagement and piloted interventions proposed.
- 6.4. Match funding of £40,000 per year over the course of a five year period has been identified from the Section 27 Grant for Justice Services to fund interventions directed at preventing and addressing offending.
- 6.5. Additional ‘in kind’ match funding will be provided from existing SLC Resources, and also with ‘in kind’ funding from AFC and the CYCJ.
- 6.6. Ultimately, by carefully meeting the care, welfare and support needs at the right time, SLC could reduce the use of Acute Services such as residential placements, residential schools and secure placements, many of which are required due to the behaviour and family relationships of young people in their early teenage years, linked with early childhood adversity.
- 6.7. The goal of the project is that over the five year period, there will be a partial shift, of at least 5%, in acute spending in residential placements and Secure Care Placements within the Council. The bullet points below give indicative costs per annum for secure care placements, residential school placements and external fostering/specialist placements.
- ◆ 1 x secure care placement £295,192
 - ◆ 1 x residential school placement, £206,336
 - ◆ 1 x external fostering/specialist placement, £235,560

- 6.8. Through the initiative, if we can achieve a reduction in all these areas, then such savings would result in re-directed budgets to preventative approaches, in-line with the Big Lottery funding criteria.

7. Other Implications

- 7.1. There are no risk implications associated with this report
- 7.2. There are no sustainable development implications associated with this report
- 7.3. There are no other issues associated with this report

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. An equality impact assessment will be completed as part of the commencement of this project.
- 8.2. Full consultation with partners and stakeholders through the South Lanarkshire GIRFEC Strategy Group has taken place as well as a third sector engagement event. All partners and stakeholders are fully supportive of the initiative

Val de Souza
Director, Health and Social Care

23 May 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Make communities safer, stronger and sustainable
- ◆ Protect vulnerable children, young people and adults
- ◆ Achieve results through leadership, good governance and organisational effectiveness
- ◆ Work with communities and partners to promote high quality, thriving and sustainable communities

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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