



Drug Death Task Force

Grant Funding

Section 1: Contact Information

South Lanarkshire Council Area

Lead Partner- Justice Social Work Services

South Lanarkshire Alcohol and Drug Partnership

Primary Contact

First Name: Carol

Last Name: Chamberlain

Job Title: Alcohol and Drug partnership Coordinator

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Section 2: Tell us more about how the fund will help.

Which sub-group stream does this proposal related to?

- MCN: Improving Interventions for Justice

What is the title of your project? 20 words

Navigating forward-supporting people to improve their life chances both during and after involvement with justice services. **16**

Project Summary. 400 words

This summary will be used to introduce your application to the advisory panels.

The project will test the feasibility of a peer delivered intervention for people with problematic substance use who are transitioning from the justice system. Peer navigators will enhance and support relationships with people nearing the end of their involvement with statutory justice social work services such as diversion from prosecution or community payback orders. Navigators who have lived experience will be skilled at developing trusting relationships with those who can be difficult to engage. They will make connections, offer hope, and build self-esteem which could be protective against drug related death, reduce re-offending and other negative outcomes. Relationships formed will help to enhance support for people on their road to recovery and encourage them to stay connected to support and treatment services. Greater social integration will also contribute to a reduction in social isolation and promote desistance from offending. The vision of maintaining justice service users in treatment and enhancing their support network will be led by a dedicated management team. The team will oversee implementation of the project and ensure peer mentors receive the required support, supervision, and training. We believe this test of change will help to deepen an understanding of a recovery informed approach within justice social work services towards persons who have substance use issues. The project will also influence the culture and generate further improvements within justice and other areas of service delivery leading to lives being saved. **233**

Please tell us about the issue you have identified that will be addressed by this work. 400 words

National research and data in relation to drug related deaths reveals that people who are not engaged with services are at greater risk of drug related deaths. Local data gathered from Social Work Services also reflects these findings and further indicates that persons transitioning from justice into mainstream services are at greater risk of drug related deaths. (Dickie et al 2017). These outcomes are associated with the findings of the Hard Edges Report (2020) which identified that many of these individuals who have multiple and complex needs such as addictions, mental health issues and homelessness are residing in areas of multiple deprivation. This group often lack citizenship, do not trust agencies, are not registered with a GP and are not accessing the right supports or medication required to meet their needs. They are socially isolated and do not have the

social capital to get them out of the situation they are in. Persons approaching the end of a justice social work intervention, be it Diversion or a Community Payback Order are often in this category. These factors are associated with drug related deaths and there are both national and local examples of situations where people have lost their lives in these circumstances. Research indicates that introducing support from people with lived experience is a key component required to support persons in recovery. Those with lived experience are “experientially qualified” to support peers currently experiencing substance misuse issues. Research indicates that peer supports are positively associated with improved relationships with treatment providers and social supports in addition to treatment retention. There currently appears to be a gap in the model of care for persons transitioning from justice services with the current system not prioritising supports for persons stepping down from services. **290**

Is this a new approach? Only projects with novel or innovative approaches be considered.

- ☐ **Yes**
- ☐ **No**
- ☐ **Has been tried before, this is an amendment/adaptation/upscaling of a previous/existing project**

How did you identify this need? 300 words

In February 2020 we carried out a self-evaluation of locality social work practice, focussing on Community Payback Orders (CPO). Findings from this review highlighted that justice social work staff were often referring or signposting individuals to treatment and support services however, the uptake of services was very low or non-existent in some cases. A clear gap in service provision was identified at the end point of orders where service users are no longer compelled to work with statutory services. Statutory justice services have no further locus at the end of a (CPO) to ensure individuals remain motivated to utilise community supports and treatment services. Someone working with service users on a voluntary basis who also has experience of recovering from substance use issues may be well placed to fill this gap and help support people to remain connected to available supports. This person would have the capacity to respond to someone involved in a cycle of dropping in and out of treatment services. **163**

What is the project you would like to deliver? What is the evidence to support this approach? 400 words

The model proposes introducing peer navigators to persons on community payback orders who have substance use issues and are approaching the end of their orders. Peer navigators will work with persons prior to the end of their orders and beyond. They will support people through the transition period, assist them to develop recovery capital by connecting them with the local recovery networks known locally as “Beacons” and help them to remain in treatment provided by the community addiction recovery services (Cares). Navigators will help to engage with people in recovery out with the confines of traditional statutory services. Navigators will drive forward a human rights approach as outlined in Rights, Respect and Recovery (2018). Our proposed model is based on our experience of delivering a broad range of justice services including CPOS, Drug Treatment and Testing Orders (DTTO), Structured Deferred Sentences (SDS), Court and Throughcare and Diversionary services. As

such, we are familiar with the needs of this service user group and the gaps in available provision. Our experience is supplemented by the findings of research which indicates that peer supports are positively associated with improved relationships with treatment providers and social supports in addition to treatment retention. Local evidence indicates that there is a gap in the model of care for persons transitioning from justice services with the current system not prioritising supports for persons stepping down from services. Justice Services are committed to improving outcomes for this service user group and introducing a peer navigator model across the service. **251**

When will the project start? 01/04/2021

When do you expect to complete? 30/09/2022

Please detail how quickly will you be able to start this work? How will you address barriers that could add delays to a proposed start date? 200 words

Anticipated barriers involve delays in recruitment of people with lived experience. Delays may arise because of cultural barriers due to the local authority having limited experience of recruiting to posts based on the candidates' experience of recovery from using substances. To mitigate against these issues a briefing report has been prepared for local counsellors and colleagues from human resources outlining the ethos of the project and evidence supporting this approach in reducing drug related deaths. The explanation provided is intended to instil confidence in key leaders regarding the validity of this project in improving outcomes for people and their communities. Further possible barriers may involve recruiting persons at the right time in their recovery where they are able to take on the challenging role of peer navigator. To mitigate against this risk, discussions have taken place with local third sector organisations (SACRO/We Are With You) who are familiar with these issues and may be in contact with persons capable of taking on this role. Discussions have also taken place with the Beacons Manager who may offer mentoring support to persons in their peer navigator role and with training colleagues to identify training relevant to persons carrying out this role. **200**

How will you implement this project operationally? Please include details of operational management. 500 words

The project aims to reduce drug related deaths by adding an additional ingredient of lived experience to persons whilst they are subject to Community Payback Orders and as they transition out of the justice system. To ensure success of the project it is essential that social workers, team leaders and operational managers within justice services have a clear understanding of the purpose of the project and of their role in relation to that of the navigator. The navigator will not be involved in the supervision of the person on a CPO but will offer, where consent is provided from the person, experiential support to persons with substance use issues. They will form a trusting relationship with the person and support them to comply with their CPO in addition to supporting them where required with other issues such as engaging with housing agencies, treatment providers and GPS.

The Operations Manager will offer direct supervision to the peer navigator and will help to offer weekly support with challenges encountered. The Justice Support team will help to establish a database regarding who we are working with, relevant issues, interventions and outcomes and the dedicated Operations Manager will ensure the database is populated as required and also oversee the implementation, progress, effective management, and new learning of this unique project that could be utilised to inform future peer interventions. **225**

What will be the short-term outcome? How will your project immediately contribute to reductions in drug related deaths or minimising risk of drug related deaths? 400 words

The initial goals will include a measure of peer navigators maintaining relationships with people who have problematic substance use by locality. We will also monitor GP registrations and attendance at the Beacons and the Community Addiction Recovery Services (CAREs) and homelessness services. We would also look to promote the use of take-home Naloxone through peer navigators linking persons with harm reduction services. We will, therefore, monitor uptake of take-home Naloxone.

Our short-term outcome would also be to introduce this new service across the justice services and have a clear and supportive framework for the peer navigators which would enable them to embed their roles within statutory settings. We acknowledge that introducing new ways of working would empower us to demonstrate our desire to reduce drug related deaths in our area. **130**

What will be the potential long-term outcome? How might your project contribute to long-term changes in systems of standard operating practice across Scotland – particularly relating to service delivery, design and/or commissioning? 400 words

Longer term objectives would include service users having an improved experience of transitioning from justice services with greater retention in treatment and support services. Ultimately this will lead to greater life chances with a reduction in the poor outcomes associated with the complex issues associated with substance use. Ultimately, this will lead to a reduction in DRDs.

The South Lanarkshire initiative could be a demonstration project for the recruitment to peer navigators with lived experience in statutory justice settings. Through demonstrating positive transitions where former justice clients are registered with a GP, retained in treatment and connected to recovery networks, there will be greater confidence in the effectiveness of this approach which may generate interest in emulating this model. Modelling the benefits of recruitment of and inclusion of people with lived experience may lead to a reduction in stigmatisation and greater employability opportunities for persons with lived experience.

To utilise learning gained from the peer navigator project to ensure the continuous improvement and consolidation of justice services that would continue to prevent or reduce DRDs and promote the uptake of support and treatment services during and beyond the expiry of persons' (CPOS).

We also envisage that findings from this initiative could have a potential to change the direction of national standards set for the delivery of CPO and diversionary and commissioning services across Scotland. Inclusion of service user's perspective would also be a crucial element in terms of changing the mind-set of broader workforce/communities and making informed changes to the delivery of our justice services.

A Steering Group will be established which will oversee the implementation and oversight of the Peer Navigator service. The group will also report to the SLADP in addition to the Community Justice Partnership, both branches of South Lanarkshire's Community Planning Partnership. Partnerships are multi-agency with representation from Police Scotland, Education, Health, Social Work and the third sector who will help to ensure the effective rollout and integration of Peer Navigator funding in South Lanarkshire.

The Group will agree and oversee an operational plan covering implementation, delivery and management, allocating tasks and owners, directing resources and investment, and agreeing performance indicators and reporting mechanisms. The Group will agree Terms of Reference to define its purpose and scope. This will ensure clear lines of communication for sharing information and ensure the widest possible level of engagement and participation is in place from the people with lived experiences.

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Section 3: Governance and partnerships

People with appropriate lived experience must be involved in the development of funded projects. Please outline how people with lived experience will be involved in guiding the project as it is delivered? 400 words

The importance of working with people who have lived experience is integral to this funding application. There already an established network of people with lived experience through the Beacons recovery hubs in South Lanarkshire. The beacons are driven by people with lived experience who are already working in a co-productive manner to augment partnership working. Existing navigators working from the Beacons are available to offer support to persons new to this role and can facilitate connections for persons in recovery.

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Are you working in partnership to deliver this project?

Yes/No

If not, please explain why this project can be delivered by one agency working independently. 100 words

If yes, which partners are involved in this work?

- ☐ Third sector organisations
- ☐ Children and families
- ☐ Community/recovery groups
- ☐ Employment services
- ☐ Housing
- ☐ Mental health services
- ☐ Primary care
- ☐ Social services
- ☐ Pharmacy services
- ☐ Specialist drug and alcohol services
- ☐ Police
- ☐ Justice services
- ☐ Other (please specify in box below)

Please detail the role and responsibility each partner will take. 300 words

Third sector organisations

Many Justice service users may be working with third sector organisations as part of their wider plans e.g., SACRO/Action for Children/Includem. The existing peer navigators in the Beacons are employed by Liber8 and there are others working with SACRO. Third sector colleagues will be essential in supplementing support from health, housing and employability services.

Children and Families

Many service users have wider families and as such it is essential to connect them to the Beacons “Whole Family Approach” to ensure support is maximised for persons impacted by substance use. It will also be important to understand the role of statutory child care social work and include them in this new local initiative.

Community Recovery Groups

The Beacons will offer mentoring and support to the peer navigators and a network for service users to participate in to support their recovery.

Employment Services

We work closely with skills development Scotland and other local providers and will connect service users as and when they are ready to access these supports.

Housing

Supports will be included in individual casework and future planning for this service user group

Mental Health Service

Partners from mental health services will work with us to access relevant and timely supports for service users working with peer navigators.

Community Addiction Recovery Services

Many of the service users on CPOS will be referred to CARES or supported to attend appointments and remain in treatment. Maintaining connections with CARES IS essential to this initiative.

Police (Scotland) colleagues are first responders and may support connecting people they are in contact with to access support from peer navigators.

Justice Social Work Services

Justice services are the lead agency and integral to the project with peer navigators.

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Section 4: Reporting

As a test of change please give details about how your project will be evaluated? And how you plan to share learning from it. 300 words

We will use a range of formal and informal methods to evaluate the learning and impact of our test of change, through maximising the contribution of our existing stakeholder network and working closely with specialist organisations such as the Scottish Drugs Forum and South Lanarkshire First responder and recovery Beacons and the Alcohol and Drug Partnership who is currently evaluating the beacons over a three-year period. In addition, delivery of peer-led focus groups will be set up to provide an opportunity for further qualitative feedback from service users to develop our understanding of what works and what can be improved. This will include internal organisational learning as well as more formal evaluation methods and gathering quantitative and qualitative data to understand the unique impact of the Peer Navigators project within justice services transitional processes, procedures and above all rapid and sustainable links with local treatment/ support services to meet the needs of identified persons.

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This fund aims to support immediate and responsive work to prevent and reduce drug related deaths, which will result in long-term change to practice. Regular monitoring of the impact the project should be demonstrated in this application. Please tell us how you will take a responsive, real time approach to evaluating and monitoring the impact of this change/project, and how you will adapt the project to react to challenges or unexpected/unintended elements of the project. 1000 words

To support immediate and responsive work to prevent and reduce drug related deaths it is essential that both qualitative and quantitative data are gathered regarding the findings of this initiative. The database will be informed by Outcome Star and will incorporate the flexibility to gather relevant information not considered at the outset of this project. Information gathered at key points of the project will be clearly communicated with all relevant personnel inclusive of persons involved in this service, the steering group, and key stakeholders. Information communicated will be informed by the data gathered. We would intend to recruit an external evaluator who would attend the steering group and support the project to adapt as the project evolved.

Key components of the evaluation strategy are outlined below:

- Numbers of referrals and the level of engagement will be recorded.
- Through gathering information from Outcome Star and focus groups information will be gathered regarding areas that an individual may require assistance with – for example, access to treatment/support services, drugs dependency, retention, and housing. Expected and unexpected trends will be identified from information gathered.
- We would carry out independent interviews with individuals using the support services and the employees of support services where possible to familiarise the service project while it is operational as part of an ongoing improvement approach.
- We will work with partner agencies to access training for peer navigators and justice staff to ensure we can be responsive to unexpected developments during the course of the project.

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How could these changes be mainstreamed or made sustainable in the long term? Please illustrate how funding will be committed or reallocated to sustaining this project after the grant funding ends, and which agency will take the responsibility for future funding. 400 words

The evidence gathered from the evaluation of what works for this service user group will be communicated regularly to the ADP and the community planning partnership groups to ensure visibility of the project and influence funders of the value of and risks of maintaining this approach to working with service users with substance use issues. Communication tools such as webinars and newsletters will be employed to get the message across. Justice social work services and the alcohol and drug partnership will take responsibility for this funding which should both reduce criminalisation and improve the outcomes stated earlier for persons with problematic substance use.

Bibliography

Dickie et al (2017), Drugs related deaths narrative rapid evidence review: keeping people safe.
ED:NHS Health Scotland

Scottish Government (2008), The Road to Recovery; a new approach to tackling Scotland's drug deaths, Edinburgh, Scotland

2019 Staying Alive in Scotland (November 2019)-Strategies to combat drug related deaths

Scottish Government (2018), Rights Respect and Recovery; alcohol and drug treatment strategy
162

Section 5: Financial breakdown

Up to how long is the funding requested for?

6 months/12 months/**18 months**/ 24 months

Please detail the costs associated with your project.

Staffing/Consultancy

2 FTE Peer Navigators including ONC costs
(based on SWA Grade 1 level 4)

Costing= 78,000

Year 1=£21,000 salary for 12 months x 2 = £42,000 plus
ONC costs of 5,000 x 2 = £52,000

Year 2=£10,500 salary for 6 months x 2 = £21,000 plus
ONC costs of £2,500 x 2 = £26,000

[Option of adding additional lines]

Support Costs

Laptop and mobile phones for navigators and service users

Amount £2,575

[Option of adding additional lines]

Other Costs (e.g. travel and food)

personal budget for meeting up with individuals and potential travel across South Lanarkshire

Amount £ 4,925

[Option of adding additional lines]

Programme Evaluation

Amount £6,000

Total Costs

£91,500

Please tell us about any matched funding sources for this work (including in-kind support).

Total requested from Drug Death Task Fund.

£91,500 over 18 month period

Please upload a budget for your project if you feel this would be beneficial.

Link to upload a document.

Section 6: Authorisation

Please give details of the person who has authorised this work. This should be a senior officer in the organisation, like a CEO or Director.

Letter(s) of support will also be required from chairs of ADPs/Local Authorities/Integrated Authorities if the work will be delivered at a local level. Letters of support not required for nationwide projects.

First Name: Liam

Last Name: Purdie

Job Title: Chief Social Work Officer and Head of Children and Justice Services

Organisation: South Lanarkshire Council

Email: Address: Almada Street, Hamilton, ML3-0AA

Phone:01698-458972

Contact Address

City

Postcode

Please upload a letter of support for your project from your ADP Chair outlining their commitment to this piece of work. This is required even if your application is signed off by the Local Authority/Health and Social Care Director.

Link to upload a document.

If you would like to find out more about what we do with your data, you can access our Privacy Notice [here](https://www.corra.scot/privacy-notice)

<https://www.corra.scot/privacy-notice>

To the best of our knowledge the information given on this form gives a true and accurate account of the proposal to which it relates. We confirm that on behalf of the Local Authority or Health and Social Care Partnership and the charity we authorise Corra Foundation to:

- publish details of financial support given to this proposal and of the objectives of the project;

- to pass any details obtained about the project through this application or through subsequent assessment procedures to the Scottish Government and other relevant stakeholders,
- and also to use such information as part of any Corra Foundation customer satisfaction survey;
- and as part of any Corra Foundation media release or publication.

These details will not be used for commercial purposes.

Section 7: Enclosures

Please make sure that you have enclosed copies of the following with your application:

Please upload annual report and accounts (if lead organisation is a charity)

Link to upload a document.

Please upload a copy of partnership agreement. Who do you have in your partnership to identify? We need to do this quickly as Liam needs to authorise. There is a format already that we can use but you need to identify the partners please.

Link to upload a document.

If there is another document you have referenced in your application, you can upload it here.

Link to upload a document.

Section 9: Bank Account Information

If your application is successful, payment will be made by Electronic Funds Transfer.

Name of Account

Sort Code

Account Number

Please upload a copy of your organisation's most recent bank statement. If you are unable to provide a copy of a bank statement as a result of coronavirus, a letter on headed paper

confirming the bank details (signed by Director, Company Secretary, Financial/Credit Controller or Chief Executive) will be acceptable.

Link to upload a document.

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