

ESES City Region Deal IRES Programme



Intensive Family Support Service

Project Proposition - FINAL

Approved by ESESCR Deal Joint Committee

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Lead: Adam Dunkerley, Fife Council

**ACCELERATING
GROWTH**

EDINBURGH AND SOUTH EAST SCOTLAND
CITY REGION DEAL

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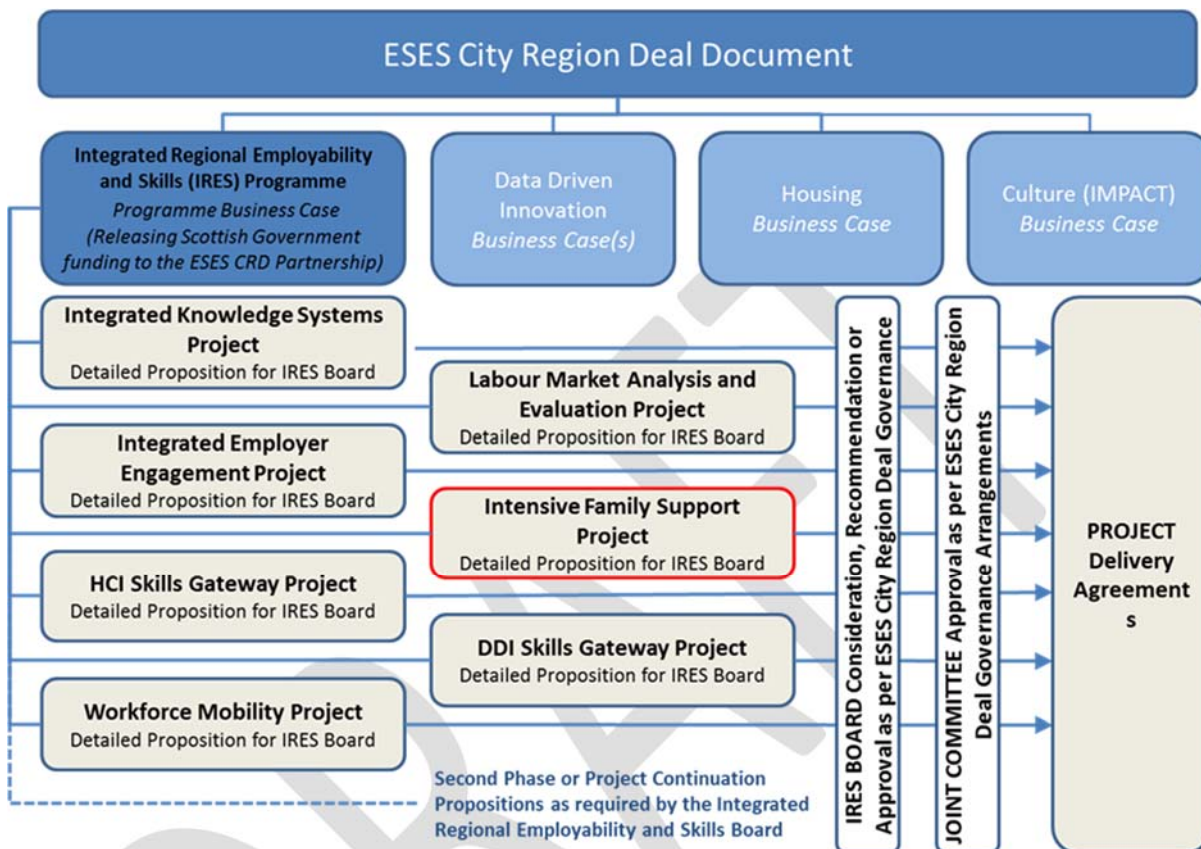
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1 Introduction

1.1 About this Document

This Project proposition sets out a detailed case for investment in the Intensive Family Support Service



as part of the Integrated Regional Employability and Skills (IRES) programme and should be read in conjunction with the IRES Programme Business Case.

Figure 1: Suite of IRES programme documents

1.2 Project Vision

The vision of the **Intensive Family Support Service** is to target significant pockets of persistent, entrenched worklessness and poverty that are evident throughout the ESES city region and implement a holistic, “whole family” approach that will tackle intergenerational disadvantage. The service will focus primarily on workless, lone parent, low income households, and will support the adults to provide a better environment for their young people and promote progression opportunities for every member of the family. Raising attainment levels, reducing the number of those leaving school to a negative destination and increasing employment levels in those families where work has not previously been seen as an achievable goal.

1.3 Overview of the Intensive Family Support Service.

Across the ESES city region there are a significant number of workless, lone parent and low income households. These families can often be characterised through the parents and/or guardians having

additional support needs and often complex, multiple barriers to employment. As a result, it becomes increasingly likely that the young people in these families do not receive the necessary support and encouragement to access, achieve and sustain employment or a positive destination when leaving full time education. Consequently, this can compound poverty and disadvantage within these families across generations and this often concentrated in particular geographic areas.

Current provision from existing service providers is often based around the needs of the individual. For example, Social work is focused on the health aspect of the individual's circumstance. Education concentrates on the progress of the young person and their attainment, but perhaps does not fully account for the young person's circumstances and the parent/guardian's situation. Economic development supports employability activity and looks to address individual barrier, but does not necessarily put these in context of a wider family situation and why those barriers exist.

Current provision, therefore does not suitably address the complex and varied needs of our disadvantaged (workless, lone parent and low income) families. Investment from the IRES Programme provides an opportunity to take a different approach to breaking generational cycles of poverty and disadvantage. The Intensive Family Support Service will work in collaboration with each of the existing support services, but through a holistic, "whole-family" approach, will look to wrap-around specialist provision and help co-ordinate the existing support structures and create a more joined up and cohesive package that will be more effective for all members of the family and more productive for each of the service providers.

The project will therefore offer additional targeted support for these vulnerable families, with particular focus on those living in the most deprived areas of ESES city region. This support will comprise of a combination of intensive general and specialist interventions tailored to help support individuals within families to progress towards their own goals, as well as developing "whole family" activities that build a support network and improve the family dynamic and ability to provide effective support for each other.

1.3.1 Delivery Activity

The delivery providers will undertake a range of interventions that are relevant to the particular make-up and needs of each specific family. They will seek to address poverty and social exclusion by increasing the financial awareness, stabilising vulnerable housing and living situations and building capacity within the family to nurture and support each other.

This support for workless, lone parent and low-income families will include:

- Ongoing engagement with a support worker to assess the family's needs, understand the existing supports in place and agree an action plan that is additional to the general support work required
- Ongoing engagement with a youth worker for tailored motivational support and connections
- Further enhancement to the family package through money advice, income maximisation and financial inclusion training, enabling both adults and young people to develop the skills to reach a position of financial stability and make better informed financial choices
- Advocacy and support to ensure the family understands their relationship with other support services, such as social work, community justice, housing and their benefit entitlements

- Childcare support, where appropriate will be sourced and financed to ensure this is not a barrier for the adult or young people to engage with recognised progression routes through education, training or even employment.

This unique approach will consist of one-to-one support, home visiting and group work and will follow a pathway of engagement, up-skilling and progression. This approach will change mainstream methods of engagement to ensure maximum impact on each member of the family as well as the family unit as a whole. Activities will go beyond traditional employability activities and will look at further barriers to employment such as unhealthy relationships, lack of family routine/structure, low aspirations, risk taking behaviours, disengagement with formal education and financial difficulties.

The model will be employability with a holistic and preventative approach, with the depth of engagement to identify a range of issues including: school engagement and transition, health barriers support, prevention of homelessness, offender reduction (including domestic violence), support for care experienced people, support to tackle trauma, bereavement and substance misuse. Staff will be highly trained in referral protocols.

1.3.2 *Why this approach*

This type of approach is currently being piloted in Fife as part of the ESIF Poverty and Social Inclusion programme. The following case studies highlight the type of multiple barriers that each family face and the variety of interventions and support that is required, to help their progression. Fife Gingerbread, the third sector delivery partner are working in partnership with a range of statutory providers, forming links and providing advocacy for the families where required. These examples illustrate why there is a need for this type of whole family approach for certain workless, lone parent and low income families in the SES City Region.

Family A: were referred to the project by the local High School. Mum is a lone parent with 3 children of her own and was kinship carer for a friend's child. The main reason for the referral was due to the behaviour of the eldest sibling who was 14 years old at the time of referral. She was putting herself at risk of CSE and was sexually active with an older boy. Child Protection concerns were raised, and Social Work felt that engagement with the "Making it Work for Families" Service would offer the family the type of intensive support they required and would be an early intervention for the younger siblings aged 12 and 3.

The barriers that the family were facing included lone parenting, low confidence, inadequate housing, material deprivation, low income, mental health issues, lack of confidence and long-term unemployment. An intensive family support service with an operational team from local partnership agencies was ideally placed to meet the complex needs of this family.

What have the family engaged in?

- Financial inclusion activity – income maximisation and budgeting support
- Advocacy support to resolve housing after 11-years on the waiting list
- An allocated worker for the young person for personal development support
- Participation in holiday activities, tea time clubs and groups
- Parenting support around boundaries / behaviours at home

What have the family achieved so far?

- Young person re-engaged in School, and now taking part in Hospitality as part of the School College Partnership. Also joined the local Cadets
- Family consistently participate in groups with other families, reducing their social isolation and increasing their community connections
- Mum has joined our Adult Forum supporting us to innovate the provision, completed a Work Placement at a Primary School and has trained as a volunteer

Two further case study examples are outlined in ANNEX 1.

1.3.3 A Two Phased Approach

The project will have two distinct phases: Phase 1 from 2019 – 2022 and Phase 2 up to 2026.

- Phase 1: 2019 – 2022: Will initiate and develop the project, commissioning delivery partners across the SES city region and creating the network between these partners to share learning and to promote a consistency of approach. Phase 1 will concentrate heavily on community engagement, building capacity in the third sector and building relationships with the identified families that would benefit from this type of support. This phase also provides us with the opportunity to match city region allocation with European Structural and Investment Funds through the Poverty and Social Inclusion funding stream. This activity can be matched at 50% and provides the opportunity to front load the early stages of the project, without overspending and jeopardising delivery of the project in later years. This will be outlined further in section 5, the Financial Case.
- Phase 2: 2022 – 2026: Will build on the work established in the first phase, looking at developing positive results, reviewing and evaluating the best practice and continuing to support existing families to progress, while continuing to expand the engagement. It is possible we will look at introducing the service to new key target areas, where concentrating support would make significant impact, particularly in a school catchment area, or community. ESIF allocation will no longer be available in this phase, therefore delivery will be based on city region allocation to continue the service. It is our intention that the information collected in phase 1, demonstrating the progress of these workless, lone parent and low income families, will provide an evidence base for further local or national investment to mainstream the service by the end of phase 2.

2 Strategic Case

The strategic case for the Intensive Family Support Service is set out in two parts:

Part A: The Strategic Context – indicating the alignment of the Intensive Family Support Service proposals with government policy and the partnerships existing assets and strengths; and,

Part B: The Case for Change – which summarises the objectives to be addressed by the project, existing arrangements and identified investment needs and operational risks, constraints and dependencies.

2.1 PART A: The Strategic Context

2.1.1 National Context and Strategy Alignment

Scotland's Economic Strategy (Scottish Government, 2015)¹ sets out the Scottish Government's purpose "to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth" and has two key goals- increasing competitiveness and tackling inequality.

Allied to this the Creating a Fairer Scotland (Employability)² policy seeks to promote greater fairness and equality in employment while also driving continuous service improvement through strong productive partnerships.

No One Left Behind, Next Steps for the Integration and Alignment of Employability Support in Scotland³ urges the need to incrementally develop an integrated regional employability and skills system that is more

- flexible, tailored, and takes a 'whole person' approach
- straightforward for people to navigate;
- better integrated and aligned or interwoven with other supporting services;
- provides pathways into sustainable and fair work;
- is driven by evidence to supports people into the right job at the right time
- designed, delivered, and improved in partnership
- responsive to those with high needs (e.g. young care leavers, workless, and those in low paid or insecure jobs) who are at major risk of missing out on the benefits of economic growth; and
- minimises skills shortages and gaps or gender imbalances in our key growth sectors, while promoting greater workforce diversity

The Intensive Family Support Service project tightly aligns with these policy aims by focusing attention on strengthening and streamlining the progression pathways into healthy, sustainable employment for those who face disadvantage, due to their family circumstances. It also establishes the much-needed collaboration across regional partners to deliver greater impact from existing (public, private and third sector) investments that will support accelerated progress towards a more inclusive economy.

The project also has strong alignment with the Scottish Human Rights Commission's PANEL (Participation, Accountability, Non-discrimination, Empowerment and Legality) Principles. It is essential that the project works with families to enhance their situation and empower them to support themselves over the duration of the programme. The service will be designed, implemented, reviewed and revised in collaboration with those families who have lived experience of the issues they face. In December 2018 Scottish Human Rights Commission published a self-assessment tool⁴, to

¹ Scotland's Economic Strategy, Scottish Government, 2015, <https://beta.gov.scot/publications/scotlands-economic-strategy/>

² Creating a Fairer Scotland: A New Future for Employability Support in Scotland, Scottish Government, <https://beta.gov.scot/publications/creating-fairer-scotland-new-future-employability-support-scotland/>

³ No One Left Behind - Next Steps for the Integration and Alignment of Employability Support in Scotland, Scottish Government, <https://www.gov.scot/Publications/2018/03/5358/downloads>

⁴ Scottish Human Rights Commission Self-Assessment - http://www.scottishhumanrights.com/media/1814/shrc_panel_self-assessment_tool_vfinal.pdf

support organisations to embed a human rights based approach to their delivery activity and prioritise areas for improvement. Although the nature of the work the service will carry out is intrinsically linked to promoting human rights, each delivery partner will be asked to complete this self-assessment and implement an action plan for embedding a human rights based approach to their activity.

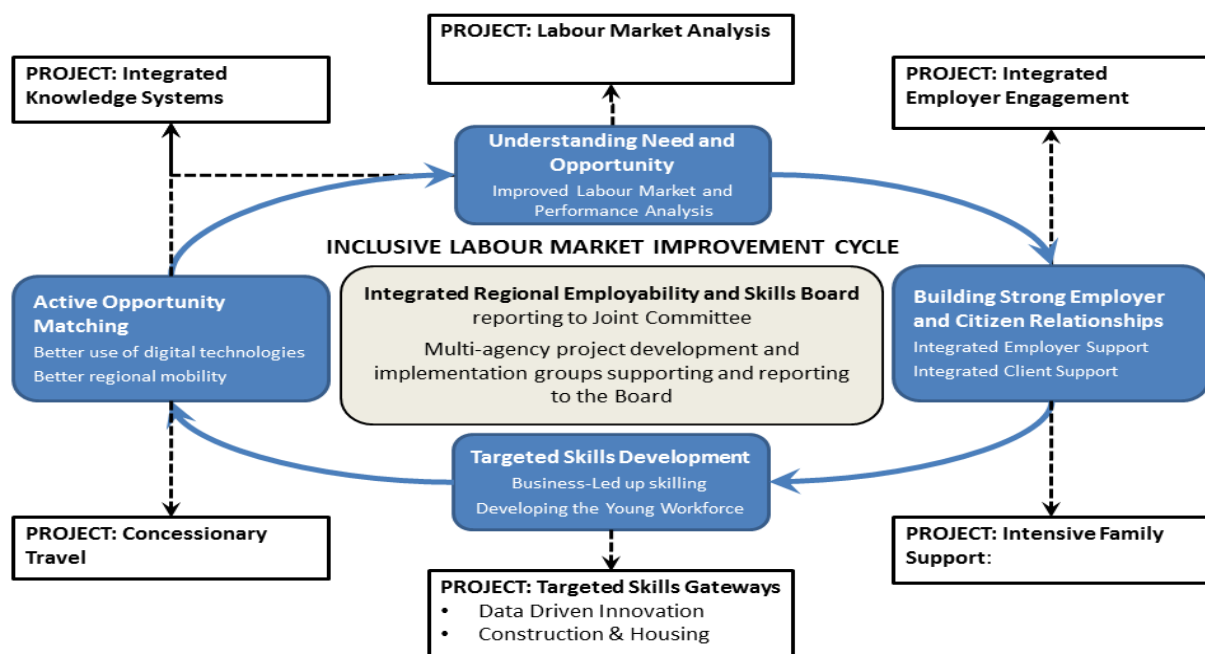
2.1.2 Local Strategy Alignment

Local economic strategies across each of the partner authority areas are currently being reviewed to address the key inclusive growth challenges and support the delivery of National Policy and city region Deal ambitions for the region and all regional employability partners have collaborated to agree a comprehensive Regional Skills Investment Plan (RSIP)⁵ with a clear Mission, Strategic Outcomes and Areas of Action.

The IRES programme labour market analysis and evaluation proposition has already produced a very detailed Regional Skills Investment Plan (RSIP) to help inform such direction and alignment.

2.1.3 Alignment across the IRES Programme

The Intensive Family Support Service project links into and compliments the wider IRES Programme, through the engagement and support for those in workless, lone parent and low income families. These families are often living in the city region’s more deprived areas and are furthest from the labour market. To promote inclusive growth through city region deal investment, it is essential that these families are identified, engaged and supported so they have the best opportunity they have ever had to progress. For the adults, into training and employment and for the young people, to increase their attainment levels and their potential to access higher skilled and essentially better paid employment; particularly in those industries that IRES programme is developing Targeted Skills Gateways (Housing, Construction & Infrastructure and Digital Driven Innovation).



⁵ Skills Investment Plan for Edinburgh and South East Scotland 2017, Skills Development Scotland, https://www.skillsdevelopmentscotland.co.uk/media/43648/edinburgh-sip-2017_digital-version.pdf

Figure 2: IRES Programme and component project cases.

As partners working together in the ESES city region we have come together to tackle poverty through a strategy of inclusive growth. The time is right to ensure that all members of our communities benefit from increased prosperity and to help eliminate a 'postcode lottery' of interventions that sees support demarcated by local authority borders rather than by need. The city region deal has given us the opportunity to work collaboratively and to ensure that inclusive growth is at the heart of the long-term strategy for the area. Our intervention will offer a cohesive approach to working with disadvantaged families, whilst being person-centred in delivery. It is key to this project that people who have not had access to the opportunities of increasing prosperity will benefit from a consistent approach. In addition, a single, streamlined management structure will be more cost effective than individual local approaches.

2.1.4 Alignment to other IRES projects

The intensive Family Support Service is an integral part of the IRES Programme. It will benefit from some of the regional enablers that will be developed through IRES, such as the Integrated Knowledge Management and online talent pool, and the Integrated Employer Engagement activity and from support to access different parts of the city region through concessionary travel. Where it will benefit most is from specific links into the Targeted Skills Gateways (both Digital Driven Innovation and Housing, Construction & Infrastructure). As they progress, the adults being supported by the Intensive Family Support Service, will be encouraged to access training for future employment in these key growth areas. For those, who are not interested in pursuing a career in these sectors, support will also be given to help them find employment in their chosen area, but each of the Skills Gateways will look to offer opportunities to those supported by the service. This will be mirrored in the work done with the young people in each of the families. Relevant school subjects will be promoted and priority access to opportunities created in each of these Skills Gateways, ensuring they will be a potential pathway for those who are interested in these sectors.

2.2 Part B: The Case for Change

2.2.1 Existing Arrangements, Challenges & Business Needs

The 2018 Regional Skills Assessment Summary Report for Edinburgh and South-East Scotland City Region⁶ concludes that although the outlook for the local economy is positive there are some key inclusive growth challenges that still remain.

Despite the current arrangements and ways of working, around only 40% of working age disabled adults are in employment, compared with more than 80% of adults with no disability⁷. Regional partners are committed to supporting disabled people of all ages to progress towards and into work.

Maximising economic opportunities for women to participate fully in the regional economy and recognising the wider social role they provide also remains a priority⁸. Regional partners are focused on promoting the fair work agenda and encouraging employers to mitigate the gendered barriers,

⁶ Regional Skills Assessment Edinburgh & South East Scotland City Region: Summary Report, Skills Development Scotland, <https://www.skillsdevelopmentscotland.co.uk/media/44990/rsa-edinburgh-and-south-east-scotland-city-deal-region.pdf>

⁷ Job support for disabled people (Policy), Scottish Government 2018, <https://beta.gov.scot/policies/disabled-people/job-support-disabled-people/>

⁸ Scotland's Economic Strategy, Scottish Government 2015, <https://beta.gov.scot/publications/scotlands-economic-strategy/pages/5/>

such as occupational segregation, which prevents the development of a strong, innovative, and inclusive economy.

2.2.2 Why a “whole family” service is key

Almost one in four of Scotland’s children are officially recognised as living in poverty⁹. Regional Partners have a clear duty to help and support all our children and young people to give them the best start we can. Currently the statutory supports that are in place do not adequately account for the young person’s family circumstances. If a young person’s housing situation is vulnerable or their home life is chaotic and unsupportive or if they have been affected by trauma or bereavement, the knock-on effect is significant. There is significant impact on that young person’s chances for higher attainment and therefore limits their opportunity to maximize their potential.

Unemployment can have severe and multiple effects on an individual that can result in a reduced standard of living, health issues (particularly with regard to mental health) and a lack of security for the individual and their family. As a result, young people who are affected by unemployment in their family may be denied further and higher educational opportunities due to: lack of support within the household, the requirement for them to contribute towards the family income and the additional anxiety that stems from a vulnerable and insecure housing situation. In turn, these issues can have a negative impact on the availability of skills and expertise in an area, leading to skills shortages and greater economic disparity.

In February 2018, the University of Glasgow produced the briefing “Local Contributions to Tackling Poverty and Inequality in Scotland”, for the Poverty and Inequality Commission¹⁰. The report highlights the percentage of young people living in low income families (Estimated by HMRC 2015) across Scotland’s local authority areas. In the SES city region area; Fife (18.4%) has the highest percentage of young people living in low-income households, closely followed by Midlothian (17%). Although West Lothian (15.9%), Edinburgh (15.8%), East Lothian (12.9%) and Scottish Borders (12.3%) all have significantly lower levels of young people living in low income households, it is clear that there is significant disparity across the SES city region. It can also be highlighted that the percentage figures in this area, although below the national average, masks significant pockets of poverty within each of these areas.

Poverty is particularly pronounced in families where children are still at school, for example 18% of all children in Edinburgh live in low income households. This equates to a total of some 17,600 young people. According to estimates produced by the Child Poverty Action Group, the cost to tax-payers of child poverty in Edinburgh amounts to £156 million per year. Schooling is often impacted by a low income household; young people who live in more deprived areas have less likelihood of a positive destination from school. For example, 14.7% of young people from the more deprived areas in Edinburgh do not go into further education, employment or training. When compared to those in the least deprived areas this figure is significantly lower. Only 8.9% of young people in the least deprived areas leave to a negative destination.

Research conducted by the University of Edinburgh on intergenerational family support for young people, identified increased difficulties faced by the younger generation, particularly around securing

⁹ Poverty and Income Inequality in Scotland: 2014-17, Scottish Government, <https://www.gov.scot/Publications/2018/03/3017/downloads>

¹⁰ Poverty & Inequality Commission: 2018 <https://policyscotland.gla.ac.uk/wp-content/uploads/2018/02/Local-Poverty-Report-Feb-2018.pdf>

stable family homes and housing for those from disadvantaged families. It highlighted that support from older family members is increasingly important to achieving successful outcomes, and the role of the stable family home has been largely ignored. Being able to live in a more stable family home can form critical support that paves the pathway for tackling long term deprivation and inequalities.

This can be reflected in areas across the SES city region. There is a disproportionately high number of low income families, due to generational unemployment, low-wage/zero hour contracts, debt/financial hardship, benefit misalignment or a combination of these factors. The project will ensure that families in this situation have the support to understand what they may be entitled to; provide advocacy to help them access it and create a greater level of family stability. This type of “whole family” holistic intervention will alleviate some of the stress that exists within households facing disadvantage and instability and allow each of the family members to concentrate on other activities, such as education, training or progression into employment.

Traditional supports concentrate on the barriers faced by individuals, whether adult or young people, which can create a gap in provision if these services do not necessarily communicate and align. The Intensive Family Support Service would take recognition of the available support and facilitate a more co-ordinated, joined up approach that concentrates on the needs of the whole family as well as each individual, ensuring an enhanced offer that would reinforce the combined endeavours of each service.

Generational unemployment or low income is apparent when monitoring young peoples’ participation in the labour market in the first few years after leaving school. This has been measured since 2016 through the Scottish Government’s participation measure, published by SDS. The participation measure includes young people up to the age of 19 and has highlighted that higher numbers of 18 and 19 year olds are in unknown, unconfirmed and negative destinations. Figure 3 below¹¹ illustrates significant progress is being made in improving the participation measure, especially in East Lothian and Midlothian, but Fife in particular is still significantly below the Scottish and City Region Averages.

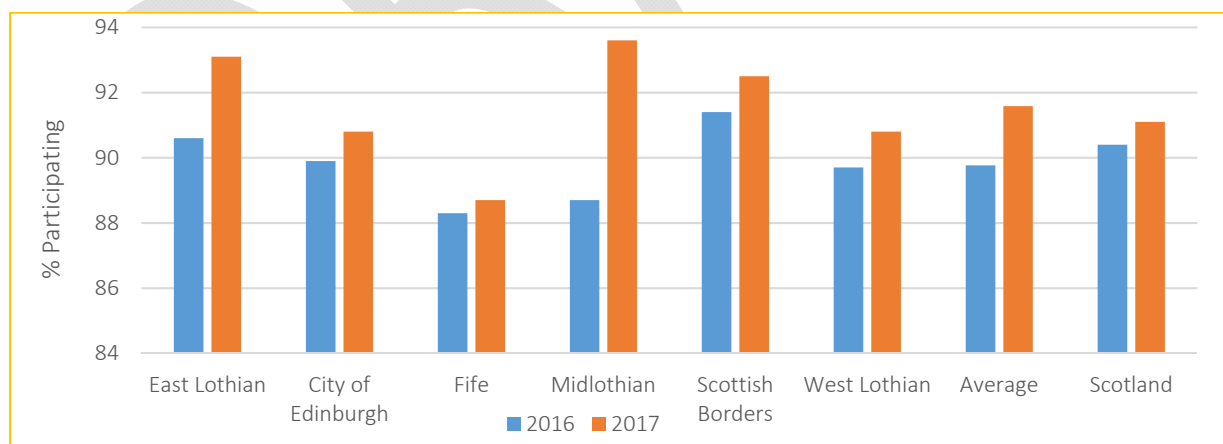


Figure 3: ESES City Region Deal Participation Measure Results

The activities being implemented individually by each local authority are making an impact, but there is a substantial amount of work still to do, especially to increase participation and encourage progression from those furthest from the job market. Both SLDR and Participation Measure figures are significantly worse for those who live in high SIMD areas. The barriers that many individuals face

¹¹ SDS Participation Measure (interactive resource): <https://www.skillsdevelopmentscotland.co.uk/publications-statistics/statistics/participation-measure/?page=1&statisticCategoryId=7&order=date-desc>

are beyond skills shortages and a requirement for employability support. Where unemployment is generational and examples of poverty and social exclusion exists, it has been recognised that a holistic; “whole family” approach will make more of an impact. Developing a wider approach throughout the SES city region, that concentrates on supporting each individual member of the family to progress, as well as the family as a whole, could result in a step-change level of impact. Much more effective than a range of individual programmes and a step-change that would not be possible without the collaboration and shared practices created by the IRES programme.

2.2.3 Why a geographical focus could maximise impact

Fife Council’s Education and Children’s Service conducted further analysis into the characteristics of the approximately 350 – 450 young people per year, that leave school in Fife to a negative destination. Of the 447 that made up the cohort from 2014, 31.8% were from SIMD decile 1 and 2. This figure increased to 46.4% when including those in decile 3. Of this cohort, 26.2% of them have at least one additional support need. Many of these young people come from families where their parents or guardians have their own additional support needs and multiple barriers to employment. Consequently, it is unlikely that these young people will receive the necessary support and encouragement to access, achieve and sustain employment or a positive destination. In context across the SES city region there are 1,720 data zones, of which 242 are listed in the most deprived 20% according to the Scottish Index of Multiple Deprivation. Targeting support locally, concentrating on specific areas of disadvantage where there may be a concentration of workless, lone parent or low income households, possibly linked to a school catchment area, will hopefully result in knock-on effects that result in additional benefits to these communities.

Where an area has a history of generational unemployment and anti-social behaviour or a particular school that has a history of young people leaving to a negative destination this type of focused family activity could result in a significant improvement and results. Where attainment levels are low, an improved family situation and additional support should help these to improve leading the young people to access jobs and contribute more positively to the local economy. This would mean less young people facing unemployment, or low-skilled, vulnerable employment. Less at risk of misusing drugs or alcohol, lower engagement with community justice process and fewer people developing health and mental health issues as a result of poverty and social exclusion. This would mean lesser reliance on the benefits system, fewer engagements with social work services and increasing levels of community engagement.

2.2.4 Objectives and Benefits

The overarching objective for the IRES Programme is to ensure the strengthened collaboration, resulting streamlining, and targeted additional investment from the city region deal significantly boosts the quality and quantity of outcomes achieved by the collective investment of the national and local partners.

Supporting all sections of society to acquire the knowledge and skills and secure the complementary supports they need (throughout their working lives) to develop and progress will be critical to maximising the talents of our citizens and unlocking the full potential of our economy.

The Intensive Family Support Service will provide a consistency of approach for those working with disadvantaged families across the city region. Each family will receive specific supports and interventions that will be developed in response to the families own circumstances. The type of

relationship building approach, delivered locally, in the families own homes and their communities will be consistent. Each family member will be engaged and assessed so a range of supports that are tailored to each individual's needs are implemented, as well as promoting activities that help the whole family unit to flourish. This will contribute to a greater regional coherence and provide transformational change by building a network of supports for families living in the most deprived areas to encourage and nurture their capacity to support their young people.

There are three main objectives for the Intensive Family Support Service:

- Identification of and engagement with workless, lone parent or low income families that have not fully benefited from engagement with statutory services, where additional holistic support would enhance the current range of separate provisions
- To maximise family income, stabilise vulnerable housing situations and create a supportive environment for each member of the family to progress into education, vocational training, lifelong learning and ultimately sustainable, healthy employment.
- To help reduce poverty by promoting access to higher skilled, higher paid employment and supporting labour mobility by increasing access to opportunities across the city region.

Such an intervention will create a robust Partnership and support an unprecedented level of collaboration and consistency of approach, for the target client group. This will help to develop economies of scale and to share innovative and best practice solutions to helping workless, lone parent and low income families.

2.2.5 Operational Risks

The Intensive Family Support Service will target workless, lone parent and low income families, who by definition will have complex and multiple barriers to their progression. For this reason, job outcome rates will be low in comparison to traditional employability provision. This could be identified as an operational risk, should partners incorrectly compare this activity with mainstream employability provision. Where this project will see results is in the measurement of key indicators that demonstrate progression through a number of milestone outcomes, ultimately on route to employment as outlined above.

Further to this, it is our expectation that this project, especially when focused in particular localities throughout the SES city region area, will have many other additional, knock-on benefits, such as:

- Improved community engagement
- Enhanced engagement with DWP
- Income maximisation
- Increased school attendance
- Improved attainment
- Raised aspirations for both young people and adults
- Stabilised funding
- Reduced levels of offending
- A consistent regional service

Robust client monitoring and tracking systems are already in place across each of the local authority areas, to capture and monitor client progress. Work is also ongoing to further refine and develop these systems through the IRES Integrated Knowledge Systems (IKS) Project involving each of the local

authorities, Education Departments, Department for Work and Pensions, Skills Development Scotland and Developing the Young Workforce. It will be a mandatory requirement for those partners who deliver the Intensive Family Support Service to interact with this IKS project and share data accordingly.

2.2.6 Constraints

Due to the intensive nature of the work, it is essential that caseloads are kept at a manageable level and that family support workers are able to work flexibly and at times when the families require support most. This is not a standard employability intervention that will operate during standard working hours. As such, the major constraint will be to the number of families that can be effectively supported.

The target of supporting 280 families across the SES city region has been selected based on the intensity of support that is required to support this type of intervention. Currently, this intensive “whole family” approach is being piloted in Fife, part funded through existing ESIF Poverty & Social Inclusion allocation. Learning from this programme has indicated that smaller numbers of families should be targeted in order to provide a consistent level of service for each family, while providing the best chance to progress. Through the experience in Fife, it is clear that families can be identified, but it takes significant time required to engage with, register, build trust and start to make progress with each individual. As a result, the phase 1 project plan will be profiled to register the majority of beneficiaries earlier. Phase 2 has been given a slightly flatter profile at this time as many of the families engaged in Phase 1 may still be accessing support, but this will be up for review with the IRES Board as part of the ongoing monitoring. Due to the nature of the target beneficiaries’ barriers, most will not “exit” the programme quickly and very few beneficiaries will achieve an outcome or a result in the first year of the programme, as seen from the experience from delivering the pilot programme in Fife, but with intensive support, results are more likely in the later years.

2.2.7 Risk Management

Risk management is an integral feature of the Intensive Family Support Service. It is proposed that the service will be delivered by local third sector delivery partners and risk management will be an essential part of the project’s ongoing performance monitoring framework. Which will be further outlined in the Management Case. It will ensure robust management and mitigation of any potential or identified risks. The Intensive Family Support Service programme management group and ultimately the IRES board will regularly review progress with decisions made on continuation, adjustment or withdrawal of funding.

All risks at project level will be identified and mitigation measures put in place and monitored as part of the quarterly progress monitoring and annual review processes required by the IRES Programme Board. The Intensive Family Support project risk register outlined in the management case will be regularly updated accordingly.

3 Economic Case

This section provides an overview of the:

- Regional context informing business case for investment

- Factors that have informed the development Intensive Family Support Service project
- Selection process involved to identify delivery options which are most likely to realise Programme benefits
- Assessment of the anticipated knock-on economic benefits that may be generated by the project and,
- How the preferred delivery model, links into the skills pipeline and provides access to opportunities through other aspects of the City Region Deal.

3.1 Labour Market Context and Gap Analysis

As outlined in the strategic case there is a recognised need for closer alignment and integration across local, regional and National levels for employability and skills interventions. The IRES Programme Business Case points to the need for change in order to bring about the necessary improvements in the way that employability and skills are delivered across our public services.

The Intensive Family Support Service will create a city region-wide approach to supporting workless, lone parent and low income families. The approach will be delivered in partnership with local third sector providers, who can provide intensive, family-centred and tailored interventions that address the needs of each individual family member, while also developing “whole family” plans for progression.

Demographic changes are changing the way older people engage in the labour market. Employment rate for those aged 50-64 has increased by almost 10% over the last eight years and employment rate for those aged 65 and over also increasing. Therefore, employment can increasingly be identified as an option, even for those adults who have been out of the labour market for prolonged periods, and in families who have no history of employment whatsoever, should the correct interventions be identified and appropriate training be put in place. One of the key factors in promoting employment as an option to young people is their contact with adults who work. In many disadvantaged areas, where unemployment is a multigenerational reality, a young person’s only experience of a working adult can often be their teacher or the police. Increased focus on gaining an experience of the world of work, while at school, through Developing Young Workforce activity and Foundation Apprenticeships is a significant step forward. However, it is essential that these experiences for the young people are not undermined at home, if other family members have never experienced the world of work and actively discourage the engagement.

Since 2016, the type of holistic “whole family” approach is being piloted in Fife, for a small number of families, part funded by ESIF Poverty and Social Inclusion allocation. There are additional services in Edinburgh, East Lothian and West Lothian that have disadvantaged families at their core, but do not necessarily focus on each member of the families own barriers, but look at family circumstances such as debt management and housing issues. These families will often have links to multiple support networks such as, social work, community learning, community justice, education and housing, but from the experience gained over the pilot in Fife, these organisations do not necessarily communicate with each other, missing the opportunity to better align their activities and achieve greater results for all.

Should this service not be introduced, the support that these families require will continue to be fragmented, disconnected and ill-equipped to support the range of complex needs that have been identified from across the SES city region. The majority of families will have access to services provided through other interventions, but these do not focus specifically on progression, employability or on breaking the multi-generational cycle that has resulted in sustained disadvantage and increased poverty that is prevalent in significant parts of the SES city region.

The ESES city region is forecast to experience significant and sustained growth in population, households and commercial and infrastructure developments. The current supply of labour and skills in the region, whilst increased over recent years, is still not sufficient to meet future needs in terms of volume or key current and future skills.

Key growth sectors across the region include construction, care, DDI, retail, hospitality and tourism. This means we must innovate our learning offer to better meet the needs of tomorrow's world and provide a gateway to support inclusive growth to enable pathways into employment. Youth unemployment across the region continues to be a concern. Despite fulfilling our commitment to reduce youth unemployment by 40%, four years ahead of schedule, we know that many young people, particularly those from workless, lone parent and low income households, continue to be in danger of leaving school to a negative destination, and therefore continue to be at greater risk of: health (particularly mental health) issues, substance misuse, contact with criminal justice services, lack of skills development and essentially lower levels of productivity and capacity to earn in the labour market.

It is essential, therefore that the young people coming through the education system have the best opportunity to access the identified current and future employment opportunities. In the current situation, many young people are not meeting their potential and therefore are likely to face poverty, deprivation and the issues outlined that are associated with it. To enable this change, greater support is needed to empower every member of the family to engage, address their complex barriers, progress and consider training and employment in their own right. As outlined in section 2.1.4, new opportunities will be created in conjunction with other IRES programme activity. Most specifically for adults and young people who have been supported through the Intensive Family Support Service to access pathways into higher skilled and higher paid jobs, particularly through the DDI and HCI Targeted Skills Gateways.

Figure 4 below outlines the IRES Programme's learning pipeline. Although those engaged by the Intensive Family Support Service will initially engage at stage 1 of this pipeline, the range of support and activities carried out will empower young people and adults to progress into the range of local and national employability and skills training programme across the city region and where possible access the Skills Gateways or other sustainable employment opportunities.

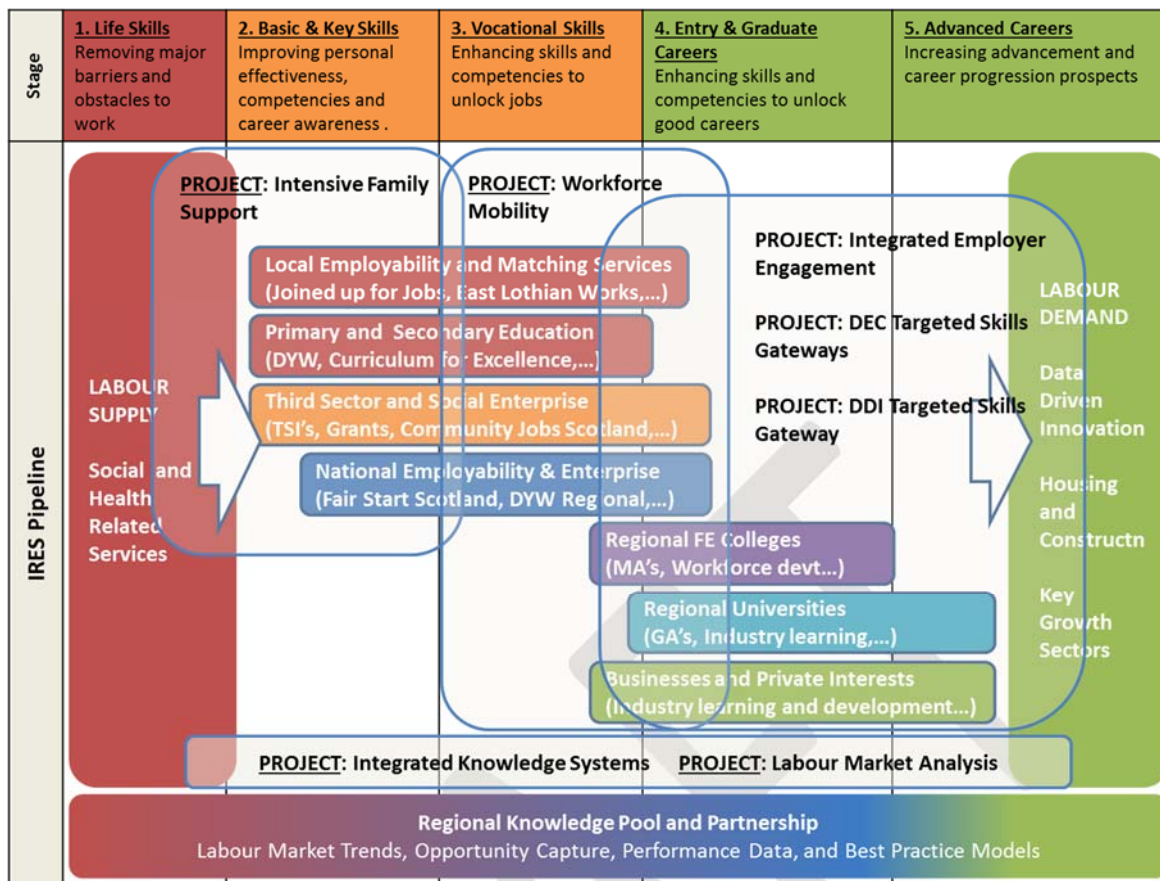


Figure 4: IRES Pipeline and component projects.

3.2 The change we want to effect

Any future employability and skills programme must enhance and help to future proof the regional economy by combining and augmenting existing resources. It must increase the employment rate and close the opportunity gap between different sections of society. It also must increase productivity and earnings and help reduce the gap between the lowest and highest earners.

The introduction of an Intensive Family Support Service, working across the SES city region will drive these types of changes. The project has Inclusive Growth at its heart, identifying those workless, lone parent and low income households that require significant, joined up and complex interventions that will stabilise often chaotic circumstances and make access to training and employment a real option. In turn, creating more stable and nurturing home environments to promote higher participation and attainment levels in young people and essentially widen the scope of opportunity for them to access higher skilled and higher paid employment and reduce inequality in the SES city region.

This type of intensive approach is essential for families who are in most need. In families where the adult(s) have multiple barriers that prevent them from progressing, accessing opportunities and creating a stable environment; then the young people are more likely to leave school to a negative destination. The IRES funding provides the opportunity to introduce a unique, innovative project across the whole SES city region. The change this would effect would be the introduction of a service that assesses and understands the range of complex needs that results in families being disadvantaged. Figure 5, below illustrates how the service will support existing provision. Providing advocacy and mediation that helps families navigate the various support agencies that they are

working with, such as: social security, department of work and pensions, credit unions, housing, community justice, social work and employability provision. Helping each agency understand how their actions could have positive or negative impacts on the family as a whole and supporting the family get the best out of each service. It will invest time in enhancing the family environment, building positive relationships and mutually encouraging attitudes.



Figure 5: Intensive Family Support Service links to existing support network

This holistic, family-centred, more intense type of service will address the needs and barriers faced by each individual as well as empowering the family as a whole to progress. It will be important to pilot the approach in key areas where there is a higher proportion of workless, lone parent or low income households, to demonstrate that significant impact can be made in particular communities, and that can be replicated in other communities throughout the wider city region over time.

It is recognised that third sector providers, providing outreach locally in some of the most deprived communities would be best placed to engage with and support workless, lone parent or low income households in these areas. It would be our intention that the third sector will be involved in the co-production and design of the service and that the Capital City Partnership, will lead on procuring the delivery service(s) and contract management on behalf of the IRES Board.

3.2.1 Identification of Options

Through the existing contributions that each of the partners already spend on employability, skills and training interventions, there was clear recognition that there is no single partner that has full responsibility for delivery of employability and the skills provision, but rather a partnership involving public, private and voluntary sector representation.

Given alignment to the wider ESES city region deal proposals and opportunities available for ensuring inclusive growth, reducing poverty and widening equality, partners agreed that a specific focus was required for workless, lone parent and low income families, particularly those families living in the more deprived parts of the city region, where poverty and lack of opportunity can be compounded by geography.

When considering how such a provision should be implemented the following options were considered:

- **Status Quo (Business as Usual)** – Fragmented activity, but no consistency of approach or specific single service for this client group in each of the Local Authorities across the SES city region. Some shared learning, where possible between individual organisations, but no integration or universal alignment.
- **Increased Local Resourcing** - Increase resources for existing local delivery activity, where it exists, but no integration or alignment between organisations
- **Full Restructure of delivery into Regional level projects** - Zero budgeting approach with all current activities ceased and new provision redesigned from scratch
- **Regional Employability and Skills Activity** – Introducing a single regional employability and skills service to augment current activity
- **Integrated Regional/Local Model** - Integrated and aligned activity initiated at community level across all local authority areas, providing links at the regional level as part of an inclusive, multi-agency, “family-centred” progression approach to services, interventions, and allied supports

Pros and cons of each option were assessed against impact criteria linked to the identified goals for an improved future Employability & Skills programme.

3.3 Appraisals Approach

3.3.1 Status Quo (Business as Usual)

Activity does exist, particularly in Fife, Edinburgh and West Lothian that focuses on families facing disadvantage. This activity, however is fragmented and there is no consistency of approach or a specific single service for “families” as a client group in all of the Local Authorities across the SES city region. Where there is opportunity to share learning, where possible between individual organisations, there is no integration or universal alignment.

Pros	Cons
Minimal disruption to service.	Scope for duplication and progression bottlenecks. Limited option to share capacity across partners. Limited opportunity to achieve economy of scale. Service capacity will reduce over time due to financial constraints. Current system has led to disparities, inequalities and multi-generational unemployment within the region. Continuing the status quo this trend is likely to continue, resulting in a widening of the skills and productivity gap, particularly if young people from these families are less likely to achieve a positive destination when leaving school.

3.3.2 Increased Local Resourcing

Increase resources for existing local delivery activity, where it exists, but no integration or alignment between organisations

Pros	Cons
Additional capacity. Minimal disruption to service.	Would create additional inequality of opportunity across the city region as not all authorities have dedicated resource for the client group. Public expenditure means there is limited ability to increase capacity. Lack Regional coherence and alignment with wider city region deal. Difficult to sustain due to affordability.

3.3.3 Full Restructure of delivery into Regional level projects

Zero budgeting approach with all activities ceases and is redesigned from scratch

Pros	Cons
Reduced fragmentation from start Single integrated offer from start Aligns budgets and priorities with clear project aims Potential to leverage in additional funds.	Significant disruption to existing services and beneficiaries. Loss of best practice and expertise during transition. Danger of removing necessary and established support for vulnerable client group. Risk of disconnect from local priorities. Breakdown of existing, important relationships. Potential loss of trust in a replacement service from beneficiaries who had established relationships with existing services.

3.3.4 Regional Employability and Skills Activity

Introducing a new regional intensive Family Support Services to augment current activity

Pros	Cons
Adds additional capacity. Minimal disruption. Can be aligned with wider city region deal activity. Potential to leverage in additional funds.	Add to complexity and fragmentation. Difficult to sustain due to affordability. Risk of disconnect from local priorities, seen as parachuting in unsuitable/inappropriate services. A single, larger, regional delivery partner may not understand the complexity of circumstance in particular local communities.

3.3.5 Integrated Regional/Local Model

Learning from existing best practice, developing integrated and aligned activity built up from the community level to authority and regional scale as part of a wider joined-up approach

Pros	Cons
Adds additional capacity. Minimal disruption. Builds on existing best practice. Supports the enhancement of existing relationships. Aligned with wider city region deal activity. Reduced fragmentation over time.	Requires cultural change and strong buy in from all partners. Coordination and sequencing is challenging. Requires investment in collaboration infrastructure (e.g. management systems)

Pros	Cons
Potential to leverage in additional funds.	

3.3.6 Programme Option Analysis

The table below summarises assessment of each of the options in terms of set impact criteria.

Impact Criteria (0-None, 1-Low, 2-Medium, 3-High)	Status Quo	Increased Local	Full Restructure	Regional Activity	Integrated
Positive impact for service beneficiaries	1	2	3	2	3
Ease of Transition	3	3	1	2	2
Builds on established good practice	2	2	1	2	3
Targeting progression of disadvantaged groups	2	3	3	2	3
Increases value for money achieved	1	1	2	1	2
Aligned with key growth sectors	0	0	3	2	3
Promotes Regional collaboration	0	0	3	2	3
Contributes to City Region Deal commitments	0	0	3	2	3
Drives service streamlining and agility	0	0	3	0	3
Affordable and sustainable	2	1	3	1	3
COMBINED (# out of 30):	11	12	25	16	28

3.3.7 Preferred Option

Five options were considered for implementing an Intensive Family Support Service. Three of the options; status quo, increased local provision and a new additional regional programme scored lower than the other two. As can be seen from the analysis, this was due to their added complexity and their lack of alignment/integration across the city region and an inability to make the required impact.

Two options scored highly, integrated regional/local model and full restructure. Although carrying out a full restructure and implementing a new service from scratch is an attractive option, it does have quite a significant downside. Full restructure would be a simple way of aligning objectives and targets and implementing a new approach across the SES city region that meets the wider strategic aims. Unfortunately, the disruption that this would cause to already vulnerable families, where services already exist and the negative impact that removing these supports and breaking down existing, productive relationships would have, makes this option un-favourable.

The preferred option that scored highest on the options analysis is the **integrated regional/local option**.

3.3.8 Why the Integrated Regional/Local Model is preferred

The development of an integrated regional model that is built on the existing local provision, is preferred. This is because it takes advantage of existing best practice models, creates a culture of shared learning and regional integration, while maintaining existing relationships with clients and reducing disruption to already vulnerable families. This model will facilitate locally focused provision

that can react and respond to the intricacies of specific communities, but create a single, holistic, whole-family approach that can be implemented throughout the SES city region.

3.4 Impact of implementing the Intensive Family Support Service

The IRES programme has been allocated £25 million over an eight-year period to help facilitate a step change in inclusive growth by stimulating a change in culture and regional approach. This combined with the development of new skills content, enablers, and pilot activity will ensure our economy continues to generate good opportunities and that these are open and accessible by all sections of society.

Of that, the Intensive Family Support Service has been allocated £4.7 million over the period. As explained in section 1.3.1 this allocation will be split into two distinct phases:

- Phase 1: 2019 – 2022: Will use £1.7 million of this allocation to support up to 77 families. This £1.7 million, will be used to leverage a further £1.5 million of ESIF Poverty and Social Inclusion funding from Scottish Government that can be used in five of the six local authority areas (not including West Lothian, who are not eligible for further PSI funding, due to their ongoing existing PSI commitments). This allocation will support a further 62 families, meaning up to 139 families will be supported across the SES city region in phase 1.
- Phase 2: 2022 – 2026: The remaining £3.0 million of IRES allocation will be used to maintain the service delivery across the SES city region, continuing to work with those phase 1 families who still require support, and engage a further 141 families. Ongoing performance reviews will be undertaken and linked to ongoing evaluation. The purpose of the evaluation will be to qualify and quantify the impact made by the service as an intensive intervention. Evidence from this evaluation will be used to leverage further local and national funds to help mainstream this provision by the end of phase 2.
- In total, for an investment of £4.7 million, the Intensive Family Support Service will deliver £6.2 million worth of activity, supporting up to 280 workless, lone parent and low income families from some of the most deprived parts of the SES city region.

This type of holistic and “whole family” support for workless, lone parent or low income families is markedly different to any of the existing employability activities that are funded through ESF Pipelines in each of the local authority areas across the SES city region.

The Intensive Family Support Service will make an impact by:

- Identifying and engaging with workless, lone parent or low income families, from the SES city region’s most deprived areas, who require additional holistic support to enhance the current range of separate provisions
- Maximising family income, helping to stabilise vulnerable housing situations and creating a supportive environment for each member of the family to progress into education, vocational training, and sustainable, healthy employment.
- Helping to reduce poverty by promoting access to higher skilled, higher paid employment and supporting labour mobility by increasing access to opportunities across the city region.

The rationale behind selecting workless, lone parent or low income households as the target group for this intervention and focus on the more deprived areas across the city region stems from the work done to develop the IRES Programme. Current provision does not suitably address the complex and varied needs of our disadvantaged families and this programme provides the unique opportunity to break generational cycles and enhance the opportunity for progression.

The table below outlines the breakdown between local authority areas that the Intensive Family Support Service will target for support:

LA Area	Target Area / Location*	Phase 1 Total	Phase 2 Total	Total No. of Families
East Lothian	Musselburgh East	12	10	22
Edinburgh	Craigmillar, Portobello, Gorgie, Sighthill, Leith	54	50	104
Fife	Lochgelly/Cowdenbeath, Kirkcaldy	38	35	73
Midlothian	Ladywood in Penicuik, Bilston, Loanhead, Danderhall	12	10	22
Scottish Borders	Specific families identified, not consistent by location	8	6	14
West Lothian	Armadale, Whitburn, Blackburn	15	30	45
City Region		139	141	280

*Target locations have been proposed by each Local Authority partner, these will be confirmed during the process to select delivery partners and the roll out of the service.

It is not the intention that the Intensive Family Support Service will concentrate on activities exclusively for young people, but instead develop a family culture that will ensure that young people and their parents can address problems such as: debt management, housing, multigenerational unemployment and fully engage in existing mainstream provision in order to enhance their opportunity to progress. The service will engage with the family, identifying barriers to progression and putting in place additional support and eventually access to mainstream provision, where appropriate, through local Employability Pipelines. Key to the IRES programme as a whole will be the links between project activity, meaning that those supported by the service will have access to the DDI and HCI Targeted Skills Gateways. Promoting access to higher quality jobs particularly for those from disadvantaged groups will be fundamental in supporting inclusive growth throughout the SES City Region. Thus breaking the cycle of systemic, generational unemployment and supporting families who are in most need.

The introduction of Universal Credit full service will provide further opportunity to better support families as it is introduced. If Universal Credit has the impact that is intended, workless, lone parent and low income families will have more opportunity to take short-term or temporary jobs; as they will stay on UC, having the benefit element calculated based on additional earnings. Where previously this cohort would have been reluctant to take short term or temporary contract jobs, as the effect on their benefit would have been significant. Also should a temporary or short-term employment contract not be sustained, under the previous benefit system, it would result in a period of time before their benefits would return to previous levels; therefore causing additional financial strain. UC claimants will be encouraged, where appropriate, to take short-term or temporary contract jobs to gain experience and break their cycle of worklessness; while being supported to find a better job and then progress towards a career.

Youth unemployment across the SES city remains a concern and will be a focus of activity in each authority area. It is understood that young people from families in our most deprived areas less likely

to achieve a positive destination, regardless of the activities already on offer. This makes the proposal for further investment in young people from workless, lone parent and low income families, particularly from deprived areas, even more essential. This holistic, “whole family” approach will provide transformational change, reducing the likelihood of those young people from the SES city region’s most deprived areas leaving school to a negative destination.

The aim is to provide a holistic experience that is enhanced from traditional employability, concentrating on increasing the quality of support that the families receive and rewarding positive progress as well as traditional hard outcomes (such as employment, further/higher education and vocational training).

Such an intervention will create a robust partnership and support an unprecedented level of collaboration and consistency of delivery, for the target client group. This will help to develop economies of scale and to share innovative and best practice solutions to helping workless, lone parent and low income families.

3.4.1 Summary of Outcomes Benefits, and KPI’s

The Intensive Family Support Service is an integral part of the IRES Programme and it is anticipated that significant inclusive benefits will be generated including:

- Number of disadvantaged participants engaged in job searching, education/training, gain a qualification, or are in employment (including self-employment) upon leaving
- Number of disadvantaged participants in workless, lone parent or low income households with improved money management skills
- Number of participants no longer affected by debt as a barrier to social inclusion

These first indicators are specifically linked to the allocation of ESIF Poverty and Social Inclusion funding, which will be leveraged in during phase 1.

Additional impact will be measured through reporting on activity such as:

- Development of individual/household action plans
- Progression onto mainstream Employability Pipeline Activities
- Number of young people engaged through the intervention actively participating in education, employment or training.
- Number of households with income below median levels
- Value of increased income available to households after money advice
- Number of young people re-engaging with school

3.4.2 Phase 1 – Performance Indicators and Milestone Profile

Figure 6, below summarises the range of outcomes and benefit measures with timelines, in Phase 1. These targets are based on the funding available, experience gained from the pilot activity and the relative scale of the support required across the SES city region:

Outcomes		2019-2020				2020-2021				2021-2022				Phase 1 Total
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Number of families engaged	East Lothian	2	3	3	1	1	0	0	1	1	0	0	12	
	Edinburgh	10	12	10	3	3	3	3	3	3	3	1	54	
	Fife	8	8	8	2	2	2	2	2	2	1	1	38	
	Midlothian	2	3	3	1	1	0	0	1	1	0	0	12	
	Scottish Borders	1	2	1	1	1	0	0	1	1	0	0	8	
	West Lothian	3	4	3	1	1	1	0	1	1	0	0	15	
	City Region Total	26	32	28	9	9	6	5	9	9	4	2	139	
Registrations (No. Individuals)		88	109	95	31	31	20	17	31	31	14	7	473	
Action Plans Completed (No. Individuals)		88	109	95	31	31	20	17	31	31	14	7	473	
Improved Money Management Skills (No. Individuals)		0	10	15	15	20	20	30	40	40	40	30	260	
Participants no longer affected by debt as a barrier to social inclusion		0	0	10	10	10	10	15	20	30	35	30	170	
Adult Positive Outcomes	Employability Pipeline Registration	0	0	2	2	2	3	3	3	3	3	2	23	
	Gaining a qualification	0	0	0	4	4	4	4	5	5	4	4	34	
	Entering FE/HE	0	0	0	0	2	3	5	6	6	5	4	31	
	Accessing Employment / Self Employment	0	0	0	0	2	3	5	6	6	5	4	31	
Young Person Positive Outcomes	Re-engagement in School	0	0	2	2	2	3	3	2	2	0	0	16	
	Employability Pipeline Registration	0	0	2	2	2	3	3	2	2	0	0	16	
	Gaining a qualification	0	0	2	4	6	8	10	10	10	10	9	69	
	Entering FE/HE	0	0	2	4	6	8	10	10	8	8	6	62	
Accessing Employment / Self Employment	0	0	0	2	4	6	10	10	10	10	10	62		

Figure 5: Phase 1 Outcomes, measures and timelines

3.4.3 Phase 2 - Performance Indicators: Indicative Profile

Figure 6 below, outlines the proposed targets, for Phase 2. Further detail and target profiling will be outlined prior to the commencement of Phase 2, based on actual performance in Phase 1.

Outcomes		Phase 1 Total	2022-23	2023-2024	2024-2025	2025-2026	Phase 2	Combined Total
			Total	Total	Total	Total		
Number of families engaged	East Lothian	12	2	3	3	2	10	22
	Edinburgh	54	10	17	13	10	50	104
	Fife	38	9	10	9	7	35	73
	Midlothian	12	2	3	3	2	10	22
	Scottish Borders	8	1	3	2	0	6	14
	West Lothian	15	7	10	10	3	30	45
	City Region Total	139	31	46	40	24	141	280
Registrations (No. Individuals)		473	105	156	136	82	479	952
Action Plans Completed (No. Individuals)		473	105	156	136	82	479	952
Improved Money Management Skills (No. Individuals)		260	58	86	75	45	264	524
Participants no longer affected by debt as a barrier to social inclusion		170	38	56	49	29	173	343
Adult Positive Outcomes	Employability Pipeline Registration	23	5	7	6	4	22	45
	Gaining a qualification	34	8	11	10	6	35	69
	Entering FE/HE	31	7	10	9	5	32	63
	Accessing Employment / Self Employment	31	7	10	9	5	32	63
Young Person Positive Outcomes	Re-engagement in School	16	3	5	4	3	16	32
	Employability Pipeline Registration	16	3	5	4	3	16	32
	Gaining a qualification	69	15	23	20	12	70	139
	Entering FE/HE	62	14	21	18	11	63	125
Accessing Employment / Self Employment	62	14	21	18	11	63	125	

Figure 6: Phase 1 and 2 with total outcomes, measures and timelines

Additional milestones and progression indicators may be introduced during the process to procure or select appropriate delivery partners for the service.

4 Commercial Case

We know that public sector investment in employability and skills provision spanning schools, colleges, universities, National Training Programmes etc. is substantial. It is therefore vital moving forwards that outcomes are maximised and delivered by the most effective and efficient means.

Critical to making progress towards an inclusive labour market will be the creation of the right leadership and collaboration environment to stimulate whole system thinking and a shared commitment to improving the quality and quantity of collective outcomes.

The Intensive Family Support Service Management Group will oversee the operational management responsibility for the project. This group will be chaired by The Capital City Partnership (CCP). CCP will provide contract and performance management for the service on behalf of the six local authority areas. CCP will work with local third sector providers in each local authority area to conduct capacity building and develop the final service specification. As each local authority area will have specific areas of deprivation or key target locations where this service could make the greatest impact, co-production and design with the local partners who will eventually deliver the service will be essential.

The CPP will carry out a selection/procurement exercise to identify delivery partners, who will deliver the service in each local authority area. Although the service will be commissioning a single approach, there will be up to six lots available for delivering activity.

All procurement will uphold the overarching principle to achieve best value and the Management Case to follow details further the role of the Intensive Family Support Service Management Group to ensure this.

5 Financial Case

Figures 7 and 8 below outline the planned programme budget and spend that will be available over the two distinct phases of the project.

5.1.1 Phase 1:

Intensive Family Support Service Activity and Spend	PHASE 1			
	2019-20	2020-21	2021-22	Phase 1 Total
PROJECT MANAGEMENT AND DEVELOPMENT				
STAFF:				
Programme Manager	£57,860	£57,860	£57,860	£173,580
Compliance Officer	£43,395	£43,395	£43,395	£130,185
Staffing Total	£101,255	£101,255	£101,255	£303,765
MANAGEMENT COSTS:				
Staff training	£2,000	£2,000	£2,000	£6,000
Mobile phones	£1,500	£1,500	£1,500	£4,500
Desk pp @180pm (inc hardware)	£6,480	£6,480	£6,480	£19,440
Travel	£2,500	£2,500	£2,500	£7,500
Marketing + integration support	£2,000	£2,000	£2,000	£6,000
Office supplies/Marketing	£500	£500	£500	£1,500
Subtotal	£14,980	£14,980	£14,980	£44,940
PROJECT MANAGEMENT AND DEVELOPMENT TOTAL:	£116,235	£116,235	£116,235	£348,705
PROGRAMME DELIVERY				
DELIVERY CONTRACTS:				
Delivery Partner: East Lothian	£42,009	£42,009	£42,009	£126,027
Delivery Partner: Edinburgh	£154,032	£154,032	£154,032	£462,096
Delivery Partner: Fife	£130,694	£130,694	£130,694	£392,082
Delivery Partner: Midlothian	£42,009	£42,009	£42,009	£126,027
Delivery Partner: Scottish Borders	£28,006	£28,006	£28,006	£84,018
Delivery Partner: West Lothian	£70,015	£70,015	£70,015	£210,045
ESES City Region Delivery Total	£466,765	£466,765	£466,765	£1,400,295
ADDITIONAL LEVERAGE FUNDING:				
Additional ESIF P&SI Allocation (East Lothian)	£50,000	£50,000	£50,000	£150,000
Additional ESIF P&SI Allocation (Edinburgh)	£175,000	£175,000	£175,000	£525,000
Additional ESIF P&SI Allocation (Fife)	£175,000	£175,000	£175,000	£525,000
Additional ESIF P&SI Allocation (MidLothian)	£50,000	£50,000	£50,000	£150,000
Additional ESIF P&SI Allocation (Scottish Borders)	£50,000	£50,000	£50,000	£150,000
Additional ESIF P&SI Allocation (West Lothian)	£0	£0	£0	£0
ESIF Poverty & Social Inclusion Allocation Total	£500,000	£500,000	£500,000	£1,500,000
REVIEW AND EVALUATION				
Evaluators	£5,000	£5,000	£5,000	£15,000
TOTAL PROJECT COST	£1,088,000	£1,088,000	£1,088,000	£3,264,000
ESES CRD TOTAL ASK				
Total Delivery Cost	£588,000	£588,000	£588,000	£1,764,000

Figure 7: Phase 1 Projected Spend Profile

The current availability of ESIF Poverty and Social Inclusion allocation gives us a unique opportunity to implement this programme at a regional level, maximising our impact over the first three years of the programme, without over extending the budget by front-loading spend to initiate new activity that will be difficult to sustain in later years. For an investment of £1.7 million, activity worth over £3.2 million can be delivered in Phase 1.

5.1.2 Phase 2:

Figure 8 below outlines how the remaining £2.9 million of ESES allocation will be used to continue the service in Phase 2, while gathering evidence of this type of approach over the whole period. This data would provide evidence to analyse and evaluate the impact of the project, building confidence in the model, demonstrating success and influence local authorities to re-profile their spending in order to sustain the level of investment in the project, once PSI and ESES city region deal allocation is no longer available.

Intensive Family Support Service Activity and Spend	PHASE 1	PHASE 2					Programme	
	Phase 1 Total	2022-23	2023-24	2024-25	2025-26	2026-27	Phase 2 Total	Total
PROJECT MANAGEMENT AND DEVELOPMENT								
STAFF:								
Programme Manager	£173,580	£57,860	£57,860	£57,860	£57,860	£57,860	£289,300	£462,880
Compliance Officer	£130,185	£43,395	£43,395	£43,395	£43,395	£43,395	£216,975	£347,160
Staffing Total	£303,765	£101,255	£101,255	£101,255	£101,255	£101,255	£506,275	£810,040
MANAGEMENT COSTS:								
Staff training	£6,000	£2,000	£2,000	£2,000	£2,000	£2,000	£10,000	£16,000
Mobile phones	£4,500	£1,500	£1,500	£1,500	£1,500	£1,500	£7,500	£12,000
Desk pp @180pm (inc hardware)	£19,440	£6,480	£6,480	£6,480	£6,480	£6,480	£32,400	£51,840
Travel	£7,500	£2,500	£2,500	£2,500	£2,500	£2,500	£12,500	£20,000
Marketing + integration support	£6,000	£2,000	£2,000	£2,000	£2,000	£2,000	£10,000	£16,000
Office supplies/Marketing	£1,500	£500	£500	£500	£500	£500	£2,500	£4,000
Subtotal	£44,940	£14,980	£14,980	£14,980	£14,980	£14,980	£74,900	£119,840
PROJECT MANAGEMENT AND DEVELOPMENT TOTAL:	£348,705	£116,235	£116,235	£116,235	£116,235	£116,235	£581,175	£929,880
PROGRAMME DELIVERY								
DELIVERY CONTRACTS:								
Delivery Partner: East Lothian	£126,027	£42,009	£42,009	£42,009	£42,009	£42,009	£210,045	£336,072
Delivery Partner: Edinburgh	£462,096	£154,032	£154,032	£154,032	£154,032	£154,032	£770,160	£1,232,256
Delivery Partner: Fife	£392,082	£130,694	£130,694	£130,694	£130,694	£130,694	£653,470	£1,045,552
Delivery Partner: Midlothian	£126,027	£42,009	£42,009	£42,009	£42,009	£42,009	£210,045	£336,072
Delivery Partner: Scottish Borders	£84,018	£28,006	£28,006	£28,006	£28,006	£28,006	£140,030	£224,048
Delivery Partner: West Lothian	£210,045	£70,015	£70,015	£70,015	£70,015	£70,015	£350,075	£560,120
ESES City Region Delivery Total	£1,400,295	£466,765	£466,765	£466,765	£466,765	£466,765	£2,333,825	£3,734,120
ADDITIONAL LEVERAGE FUNDING:								
Additional ESIF P&SI Allocation (East Lothian)	£150,000	£0	£0	£0	£0	£0	£0	£150,000
Additional ESIF P&SI Allocation (Edinburgh)	£525,000	£0	£0	£0	£0	£0	£0	£525,000
Additional ESIF P&SI Allocation (Fife)	£525,000	£0	£0	£0	£0	£0	£0	£525,000
Additional ESIF P&SI Allocation (MidLothian)	£150,000	£0	£0	£0	£0	£0	£0	£150,000
Additional ESIF P&SI Allocation (Scottish Borders)	£150,000	£0	£0	£0	£0	£0	£0	£150,000
Additional ESIF P&SI Allocation (West Lothian)	£0	£0	£0	£0	£0	£0	£0	£0
ESIF Poverty & Social Inclusion Allocation Total	£1,500,000	£0	£0	£0	£0	£0	£0	£1,500,000
REVIEW AND EVALUATION								
Evaluators	£15,000	£5,000	£5,000	£5,000	£5,000	£1,000	£21,000	£36,000
TOTAL PROJECT COST	£3,264,000	£588,000	£588,000	£588,000	£588,000	£584,000	£2,936,000	£6,200,000
ESES CRD TOTAL ASK								
Total Delivery Cost	£1,764,000	£588,000	£588,000	£588,000	£588,000	£584,000	£2,936,000	£4,700,000

Figure 8: Phase 2 Projected Spend Profile and Overall budget

5.1.3 Added Value

ESIF Poverty and Social Inclusion activity currently exists, within the SES city region; in Edinburgh, Fife, Midlothian and West Lothian. These separate programmes in Edinburgh, Fife and Midlothian will stop, allowing five of the local authorities to pool their nominal PSI allocations and use this to augment the introduction of the Intensive Family Support Service. East Lothian and Scottish Borders are not currently using their PSI allocation, so this would be the first time that they would have access to this type of provision. West Lothian have elected to retain and extend their existing PSI provision until 2022 and therefore are not eligible for the extended service. West Lothian will therefore have a basic

Intensive Family Support Service (V0.5)

level of families supported in Phase 1, without the additionality brought by PSI that will be available in the other five local authority areas.

Without the additional of PSI allocation the Intensive Family Support Service would look to support 77 families in Phase 1, across the six local authority areas. The projected breakdown is illustrated in figure 9, below:

LA Area	Area / Location	2019 - 2020	2020 - 2021	2021 - 2022	Phase 1 ESES	Phase 2 ESES	Total Number of Families
East Lothian	Musselburgh East	4	1	1	6	10	16
Edinburgh	Craigmillar, Portobello, Gorgie, Sighthill, Leith	16	6	5	27	50	77
Fife	Lochgelly/Cowdenbeath, Kirkcaldy	12	4	3	19	35	54
Midlothian	Ladywood in Penicuik, Bilston, Loanhead, Danderhall	4	1	1	6	10	16
Scottish Bord	Specific families identified, not consistant by location	2	1	1	4	6	10
West Lothian	Armadale, Whitburn, Blackburn	10	3	2	15	30	45
City Region		48	16	13	77	141	218

Figure 9: Phase 1 – Breakdown of families supported through ESES city region’s Intensive Family Support Service

With the addition of PSI allocation, being available in phase 1, this will facilitate support for a further 62 families across the five of the local authority areas. This additional support excludes West Lothian as they are not eligible for the additional PSI. The additional breakdown is illustrated in Figure 10, below:

LA Area	Area / Location	2019 - 2020	2020 - 2021	2021 - 2022	Phase 1 Total	Phase 2 Total	Total Number of Families
East Lothian	Musselburgh East	4	1	1	6	0	6
Edinburgh	Craigmillar, Portobello, Gorgie, Sighthill, Leith	16	6	5	27	0	27
Fife	Lochgelly/Cowdenbeath, Kirkcaldy	12	4	3	19	0	19
Midlothian	Ladywood in Penicuik, Bilston, Loanhead, Danderhall	4	1	1	6	0	6
Scottish Borders	Specific families identified, not consistant by location	2	1	1	4	0	4
West Lothian	Armadale, Whitburn, Blackburn	0	0	0	0	0	0
City Region		38	13	11	62	0	62

Figure 10: Phase 1 – Breakdown of additional families supported with ESIF Poverty and Social Inclusion Allocation.

Therefore, the Intensive Family Support Service will target the support of a total of 280 families across the entire duration of the programme, as illustrated in Figure 11 below:

LA Area	Area / Location	Phase 1 PSI	Phase 1 ESES	Phase 2 ESES	Total Number of Families
East Lothian	Musselburgh East	6	6	10	22
Edinburgh	Craigmillar, Portobello, Gorgie, Sighthill, Leith	27	27	50	104
Fife	Lochgelly/Cowdenbeath, Kirkcaldy	19	19	35	73
Midlothian	Ladywood in Penicuik, Bilston, Loanhead, Danderhall	6	6	10	22
Scottish Bord	Specific families identified, not consistant by location	4	4	6	14
West Lothian	Armadale, Whitburn, Blackburn	0	15	30	45
City Region		62	77	141	280

Figure 11: Breakdown of total number of families supported in Phase 1 and Phase 2, with additional ESIF.

The Intensive Family Support Service Management Group will regularly review the progress of each delivery partner, with recommendations made to the IRES Board, for the continuation, adjustment or withdrawal of funding. The IRES Programme fund is a gap fund (funder of last resort) that is matched against existing resources and ESIF Poverty and Social Inclusion allocation leveraged in through Scottish Government. Risk is therefore proportionate across the partners and collaboratively managed to ease mainstreaming of the approach, by the end of phase 2.

Any underspend or de-commitments of the IFS service will be monitored by the IFS Management Group and recommendations made to the IRES Board for approval. Project overspends will remain the responsibility of the relevant project lead organisation and delivery partners. In exceptional and extenuating circumstances request for additional support can be made to the IRES Board for consideration.

The development of a network of local partners to deliver the programme creates an ongoing dialogue for learning and improvement. This ongoing support will promote positive outcomes and mitigate many of the risks associated with delivering the service.

6 Management Case

At the core of the project will be the **Intensive Family Support Service Management Group** that will oversee progress towards project objectives and work with the IRES Board and other project leads to support the delivery of the wider IRES programme goals.

This Management Group will be led by the Capital City Partnership (CCP), who will be responsible for the contracting/procuring of local delivery partners and overseeing the contract management of the programme. The group will bring together representatives from each local delivery partner to update on progress, share success and ensure that a continuity of service across the SES city region is maintained.

6.1 Project Management and Theme Support

The delivery of the Intensive Family Support Service will be undertaken by a network of local delivery partners, project managed by The Capital City Partnership on behalf of the IRES Board, as illustrated in the diagram below:

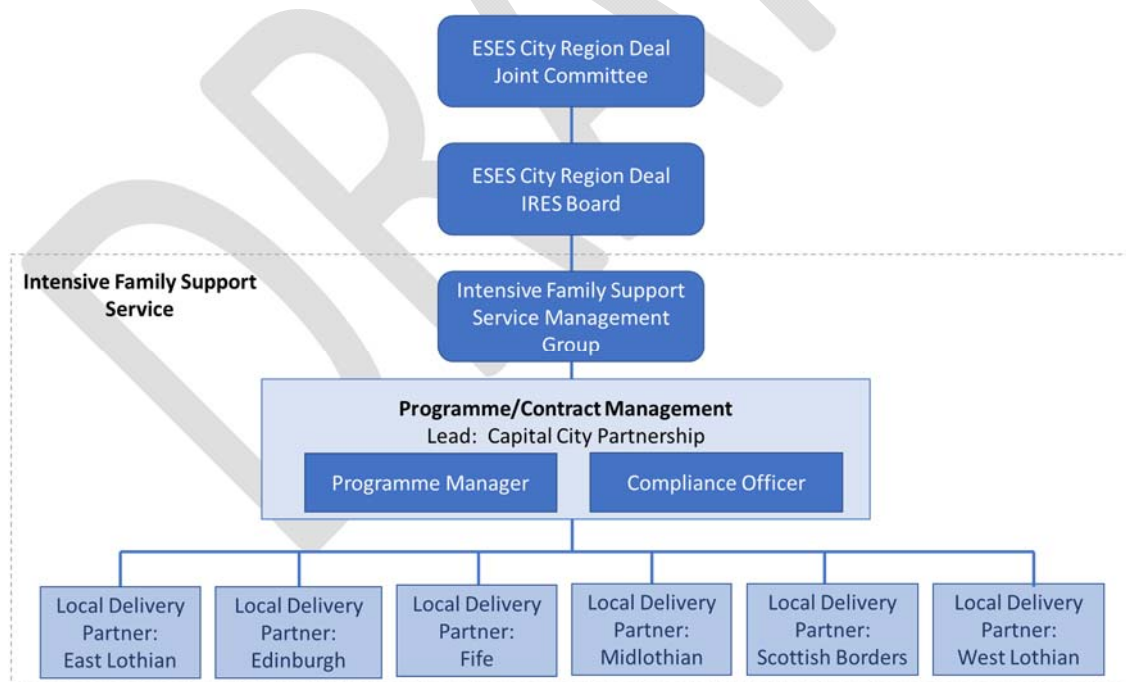


Figure 6: Proposed governance structure.

6.1.1 Role of the Intensive Family Support Management Group:

The **Intensive Family Support Management Group** will be responsible for planning, implementing, reviewing, and refining the Intensive Family Support activity to ensure it delivers the change and inclusive growth ambitions for the ESES City Region Deal. Membership of this group will be as follows

and it is proposed that the group would be chaired by the Capital City Partnership as they will have responsibility for contracting/procuring the delivery contracts and therefore responsibility for monitoring performance and compliance.

Role	Organisation or Group	No.
Chair/Vice-Chair	Capital City Partnership	1
Delivery Partners	Representatives of each of the contracted/procured local delivery partners. Most likely local Third Sector organisations with the capacity to engage with low income, lone parent and low wage families in their local communities	TBC
Local Authority Representatives	Representatives from each Local Authority Area, with the capacity to link to own education, social work and employability providers	6
Public Skills Bodies & Innovation	Skills Development Scotland, Department of Work and Pensions	2
<i>Note: lead members from other IRES themes would attend the delivery group as and when necessary to ensure compatibility across IRES objectives and engage with specific aspects and sub-themes</i>		

Key to the success of the programme will be bringing together the delivery partners to monitor progress, share best practice and ensure the consistency of the approach.

The accountable body for delivery of the Intensive Family Support Service project will be the Capital City Partnership through a delivery agreement with the ESES City Region Deal Lead Accountable Body (City of Edinburgh Council) with strict monitoring of the Intensive Family Support project's progress within an approved agreement framework.

6.1.2 Role of the CCP – Contract Management

The Capital City Partnership will have responsibility for supporting capacity building in the third sector across the SES city region. Co-production and design of the final service specification with the third sector will be key to ensuring quality bids are received to deliver the service and to ensure best value for the investment. The CCP will have responsibility to carry out the contracting/procuring exercise. Once delivery partners have been appointed it will be the role of the CCP to monitor and manage performance targets and programme compliance relating to ESIF Poverty and Social Inclusion as well as the IRES Board's expectations.

The CCP's core staff will comprise of:

- **Programme Manager** - who will be responsible for the co-ordination and initial set up of the project. Working with third sector partners on co-production and design, the Management Group to finalise the delivery specification and initiating the selection/procurement exercise to appoint the delivery partners. As the delivery of the Intensive Family Support Service commences and activity is delivered by local delivery partners, this role will become more of a performance/contract management focus. The Project Manager will also have responsibility for setting up monitoring and tracking arrangements, all financial management systems and reporting progress to the IRES Board. In phase 1, they will also be responsible for ensuring ESIF audit compliance procedures are adhered to. It will also be essential to work closely with delivery partners to streamline delivery, integrating and mainstreaming activities into business as usual and to ensure the consistency of approach throughout the six local authority areas.

- **Compliance Officer** - will work closely with the Programme Manager, primarily ensuring the ESIF audit and compliance is adhered to both in terms of financial audit trail but working with delivery partners to ensure beneficiary eligibility and the appropriate evidence of progress and results. It is possible that the need for this role will reduce after the end of ESIF funding, but that will be reviewed at the end of phase 1.

6.1.3 Role of the Delivery Partners

It will be the role of the delivery partners, once selected to provide a holistic, “whole family” service across their appointed area. It is not necessarily intended that there will be a separate delivery partner for each LA area and it is unlikely that a single provider could provide the intensity of support for the anticipated number of families across the entire region. It is intended that the selection/procurement process will result in a network of local third sector delivery partners delivering the service across the SES city region. This network would be brought together, by the Programme Manager regularly to share best practice and support each other to deliver a consistent level of support throughout the city region. This type of arrangement allows for local flexibilities to be reflected, where families in one part of the SES city region may require different types of support to be prioritised. The pilot activity currently delivered in Fife does not result in the same service being delivered to each family in Fife, as the type of support and interventions implemented are based specifically on the family make-up and each member’s respective needs. Where the consistency with the model is essential, is in the engagement and relationship building, the carrying out of individual assessments, financial inclusion activities and the development of both individual and family action plans.

6.1.4 Delivery Partner Network

This network will be chaired by the Programme Manager and will bring together representatives of each of the delivery partners. This group will be supplementary to the Management Group and will meet regularly in order to share best practice, promote success and ensure a consistency of approach across the whole city region. The network will be essential to the ongoing review and evaluation process and should also bring in those with lived experience to help refine the way the service is delivered.

6.1.5 Proposed Delivery Activity

The Intensive Family Support Service will target support at workless, lone parent or low income families, particularly looking to engage and support those from the SES city region’s more deprived areas. Links will be made with education services to assist in identifying young people from workless, lone parent or low income households, who are in danger of leaving school to a negative destination. One of the key aims of the programme is to provide holistic and wrap-around support to the entire family to ensure each member is able to secure and sustain positive transitions.

It will contribute to the Scottish Government’s Inclusive Growth priority, targeting young people furthest from the labour market, particularly those suffering from family disadvantage and poverty. Support to these workless, lone parent or low income families and the young people within them is crucial for the individuals themselves as well as society as a whole.

The Intensive Family Support Service actively contributes to achieving key strategic aims from of the ESIF Poverty and Social Inclusion programme:

- Support for active inclusion through the promotion of equal opportunities and active participation
- Increasing the financial capacity of the most disadvantaged individuals and households
- Increasing the number of disadvantaged participants from workless households into positive employment or training outcomes.

The Intensive Family Support Service is integral to the delivery of the wider IRES Programme and will help unlock access to good opportunities for all our citizens (Labour Market Access), open-up new talent pools for our businesses to help power growth and productivity (Economic Performance & Productivity), develop the knowledge, cultures, skills, networks and services that citizens need to succeed in the new economy (Fair Work) and moreover; put in place the additional interventions and supports some people require to mitigate the personal and situational obstacles they face in achieving their potential (People and Places).

The Proposed Activities will seek to address poverty and social exclusion by increasing the financial awareness, capacity and inclusion of the most disadvantaged families.

The support for workless, lone parent and low income families will include the following elements:

- The family will be linked with a support worker to agree an action plan that is additional to the general support work required
- The young person(s) will be linked with a youth worker for tailored motivational support and connections
- Further enhancement to the family package will be through money advice and financial inclusion training enabling both adults and young people to develop the skills to reach a position of financial stability and make better informed financial choices
- Where appropriate childcare support will be sourced and financed to ensure this is not a barrier for the adult or young people to engage with recognised progression routes through education, training or even employment.

The approach will consist of one-to-one support, home visiting and group work and will follow a pathway of engagement, up-skilling and progression. This approach will change mainstream methods of engagement to ensure maximum impact on each member of the family as well as the family unit as a whole. Activities will go beyond traditional employability activities, and will look at further barriers to employment such as unhealthy relationships, lack of family routine/structure, low aspirations, risk taking behaviours, disengagement with formal education and financial difficulties.

The model will be employability with a holistic and preventative approach, with the depth of engagement to identify a range of issues including: school engagement and transition, health barriers support, prevention of homelessness, offender reduction (including domestic violence), support for care experienced people, support to tackle trauma, bereavement and substance misuse. Staff will be highly trained in referral protocols.

The families will be identified and engaged through a partnership approach through a variety of sources. Key to this will be Jobcentre plus in order to identify families living on benefits. This will be in close conjunction with the Family and Community Support Teams (FACST) / Family and Household Support Teams (these teams have slightly different names in each local authority) and linked to Education Services to ensure that those families most in need are identified. Once families have been identified, workers will make contact and liaise with them, carry out a holistic assessment and agree

what support mechanisms are required. There will also be scope for other third sector projects working locally to make referrals or for self-referral in exceptional circumstances.

6.1.6 For Adults

Activities will include practical family support with housing, health and debt. Parental skills will be explored and capacity developed. Financial advice and debt management training will be essential with support provided to open a basic bank account, to access affordable credit, to put in place home insurance and open savings accounts and to access affordable, essential household items. Courses on budgeting and money management skills will be developed and will introduce a preventative approach to financial education reducing the likelihood of ill-informed financial decisions. Innovative projects will be tailored to support participants in overcoming their individual barriers and to broker access to mainstream, affordable products and services to address the “poverty premium” and the associated debts and resultant social exclusion.

6.1.7 For Young People

Relevant activities from above will also be offered. Dedicated youth support will offer a mix of one-to-one and group activity aiming to build confidence and self-esteem. Particular attention and focus will be dedicated to sexual health, safe and appropriate internet use and the impact of social media on young peoples’ sense of value, worth and place in local peer groups and community. Education on cyber abuse will help provide a preventative approach to mental health issues arising as a result. Where the young person is in danger of leaving school to a negative destination, support will be put in place to ensure they are attending and engaged with guidance staff within the school or accessing keyworker support through Skills Development Scotland or other specific training provision for young people through local employability pipeline supports.

6.2 Project Plan

The Intensive Family Support Service is a change programme with the intention that benefits identified from this new type of approach will, throughout the project lifecycle encourage local authorities to reprioritise spending and continue this type of support as mainstream activity.

The table below outlines the draft Implementation Plan for phase 1 and phase 2:

Intensive Family Support Service (V0.5)

Intensive Family Support Service	PHASE 1 - 2019 to 2022											
	2019/20				2020/21				2021/2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Activity vs CRD Spend Timeline												
PROJECT MANAGEMENT AND DEVELOPMENT	PROJECT MANAGEMENT AND DEVELOPMENT											
Project Manager appointed	PM			Review				Review				Review
Compliance Officer appointed		CO		Review				Review				Review
Management Group formed		1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg
Delivery Partner network formed			1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg
SELECTION / PROCUREMENT PROCESS	SELECTION AND PROCUREMENT											
Third Sector Capacity Building												
Service Specification Produced												
Selection / Procurement Process Carried Out												
Contracts Awarded												
PROGRAMME DELIVERY	PROGRAMME DELIVERY											
Confirmation of target locations												
Community Outreach Conducted		Initiated						Ongoing				
Engagement with Local Agencies		Initiated						Ongoing				
Programme Referrals		Initiated						Ongoing				
Family Engagement Activity		Initiated						Ongoing				
Family Assessments / Action Plans		Initiated						Ongoing				
Adult Interventions		Initiated						Ongoing				
Young People's Interventions		Initiated						Ongoing				
Family Capacity Building		Initiated						Ongoing				
REVIEW AND EVALUATION	REVIEW AND EVALUATION											
Evaluation Planning and Data-setting		Initiated										
Identifying Evaluators		Appointed										
Contract Management Monitoring								Monthly analysis: Ongoing				
Progress and Target Tracking Meetings			1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg
Performance Review				Review				Review				Review
Performance Targets				Revised				Revised				
Phase 1 Evaluation and Recommendations				Analysis				Analysis				Draft
Phase 2 Evaluation and Recommendations												
EXTERNAL FUNDING	EXTERNAL FUNDING											
ESIF Claim Preparations		Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4
Submission of ESIF Claim			Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3
Verification and Payment				Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2
Local and National Contributions												
Intensive Family Support Service	2019/20				2020/21				2021/2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Figure 7: Phase 1 Intensive Family Support Service Implementation Plan (Years 1 to 3)

Intensive Family Support Service	PHASE 2 - 2022 to 2026							
	2022/23		2023/24		2024/25		2025/26	
	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4
Activity vs CRD Spend Timeline								
PROJECT MANAGEMENT AND DEVELOPMENT	PROJECT MANAGEMENT AND DEVELOPMENT							
Project Manager appointed				Review		Review		End
Compliance Officer appointed				Review		Review		End
Management Group formed	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	End
Delivery Partner network formed	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	End
SELECTION / PROCUREMENT PROCESS	SELECTION AND PROCUREMENT							
Third Sector Capacity Building								
Service Specification Produced								
Selection / Procurement Process Carried Out								
Contracts Awarded								
PROGRAMME DELIVERY	PROGRAMME DELIVERY							
Confirmation of target locations								
Community Outreach Conducted	Ongoing							
Engagement with Local Agencies	Ongoing							End
Programme Referrals	Ongoing							End
Family Engagement Activity	Ongoing							Mainstream
Family Assessments / Action Plans	Ongoing							Mainstream
Adult Interventions	Ongoing							Mainstream
Young People's Interventions	Ongoing							Mainstream
Family Capacity Building	Ongoing							Mainstream
REVIEW AND EVALUATION	REVIEW AND EVALUATION							
Evaluation Planning and Data-setting	Review							
Identifying Evaluators	Review							
Contract Management Monitoring	Monthly analysis: Ongoing							
Progress and Target Tracking Meetings	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg	1/4 mtg
Performance Review		Review		Review		Review		Review
Performance Targets	Revised		Revised		Revised		Revised	
Phase 1 Evaluation and Recommendations	Report							
Phase 2 Evaluation and Recommendations		Analysis		Analysis		Analysis	Draft	Report
EXTERNAL FUNDING	EXTERNAL FUNDING							
ESIF Claim Preparations	End							
Submission of ESIF Claim	Y3 Q4	End						
Verification and Payment	Y3 Q2	Y3 Q3	Y3 Q4	End				
Local and National Contributions	To be confirmed based on impact							
Intensive Family Support Service	2022/23		2023/24		2024/25		2025/26	
	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4

Figure 8: Phase 2 Intensive Family Support Service Implementation Plan (Years 4 to 8)

6.2.1 Phase 1: 2019 – 2022 (Years 1 to 3)

Table 4 outlines current plans for years 1-3. During the first phase there will be focus on:

- Appointing the Project Management Team and establishing the Management Group
- Preparing the Service Specification and carrying out a selection / procurement process to identify delivery partners across the SES city region
- Capacity building in the third sector and setting up a network of delivery partners
- Conducting community outreach in the key target areas and identifying families for referral/engagement
- Commencement of family assessments, development of action plans and ongoing activity to support each individual and the family as a whole.

- Agreeing a data set for evaluation and appoint an evaluator
- Contract management meetings and performance review
- ESIF quarterly claim preparations and compliance verifications

6.2.2 Phase 2: 2022 – 2026 (Years 4 to 7)

Phase 2 would continue with many of the above activities, but also take on learning from the initial phase to review key target locations and division of number of families across the SES city region. A strong focus within Phase 2 will be the ongoing monitoring and evaluation of this type of approach. As ESIF allocation will no longer be available as match, it will be necessary to demonstrate this approach has significant cost saving implications in other local authority spending areas, such as education, social work, housing and community justice. If this saving can be quantified, this could result in local authorities re-prioritising current spend in favour of mainstreaming this type of “whole family” activity.

6.2.3 Programme Evaluation

Thorough and robust programme evaluation will be a key component in ensuring further additional investment in this type of approach to supporting families and mainstreaming the Intensive Family Support Service. Evaluators should be identified at the inception of the project and ideally involve them in the final service specification. This way, appropriate data can be captured from the outset and an evaluation framework can be agreed and built into the programme as it develops. Analysis should take place annually in conjunction with the ongoing performance management and a report completed at the end of phase 1, with recommendations for any adjustments or operational changes in phase 2. This would then be followed up by continued annual analysis and a final report at the end of phase 2. This will incorporate any findings regarding the success of the service and recommendations for how additional local and national funding could be prioritised to mainstream the service.

Additional opportunity also exists to explore how this approach supports and helps families to progress. The IRES programme provides the opportunity for this service to engage with the Higher/Further Education sector. Working with and engaging with a family, group of families in a specific location, or different families from across the SES city region to compare their experiences over a prolonged period, while they are engaged in the Intensive Family Support Service could be the ideal opportunity for one or more PhD students. Academic analysis on the benefit of this type of service and the knock-on effects to these communities could prove valuable, both in the mainstreaming of this activity, but in implementing it in other parts of Scotland and the wider UK.

6.3 Risk Mitigation Plan

Risk management is an integral feature of the Intensive Family Support Service and the project risk register [ANNEX](#) is regularly updated. All risks at project level will be identified and mitigation measures put in place and monitored as part of the quarterly progress monitoring and annual review processes required by the IRES Programme Board. The Intensive Family Support Management Group and ultimately the IRES board will regularly review project progress with decisions made on continuation, adjustment or withdrawal of funding.

ANNEX A:

Below are two further case studies, supplied by Fife Gingerbread, who are delivering this approach in Fife as part of the current ESIF Poverty and Social Inclusion programme. The case studies highlight the type of multiple barriers that each family face and the variety of interventions and support that is required, working in partnership with a range of statutory providers, forming links and providing advocacy for the families where required. These examples illustrate why there is a need for this type of whole family approach for certain families in most need.

Case Study 2

Mum referred her family to the project in the Summer of 2017. She has a history of service involvement with local provision, poor engagement and Social Work intervention. Mum is a lone parent of 4 kids aged from 6 years to 13 years and is isolated and struggling to implement boundaries/routines.

The reason for the referral was primarily around the eldest child (aged 13):

- Offending behaviour in the local community
- Disruptive at home and physical violence
- School refusal
- Putting himself at risk (drug / alcohol use)
- Trauma having witness domestic violence

The household were also experiencing barriers such as low income and debt.

The eldest child immediately engaged in 1-to-1 support with a Development Worker, engaging in personal development around his own decision making and personal responsibility. Unfortunately, the situation escalated and he ended up in residential care (LAC). Making it Work for Families (MIWF) worked in partnership with residential staff, education, MST and other agencies to provide support to the whole family, focusing on fundamental change. This included 1-to-1 work with both the young person and Mum, group work, family learning activity, holiday provision, financial inclusion and employability support. The approach was coordinated as a partnership to keep the family engaged and avoid overwhelming them with different services or losing their engagement.

This family are now in a much more positive place:

- Eldest child successfully returned home, attends school and has a part time weekend job
- Mum has continued to engage and when it was identified that the younger siblings were displaying similar behaviours early intervention was put into place alongside the Primary School. This included family sessions with her daughter who was self-harming and experiencing bullying. She has now moved schools and is thriving
- Mum has engaged in vocational activity and is now actively attending Adult Basic Education classes locally. The long-term aim is for her to progress to College. She did not engage in School and has not worked for 14 years

The family have been engaged on the project for 18-months. The values and beliefs systems in complex circumstances are deep rooted. The journey to change and raising aspirations takes time, and the journey is ongoing for everyone in the household.

Case Study 3

Lone parent household of nine children, six of whom are living at home and are aged between 6 and 21. There is history of the children not engaging in education, historical school refusal and generational unemployment. Mum has multiple barriers including physical disability limiting her mobility. One of the children living at home has global developmental delay. No one in the household is working.

The family were referred and initially were very difficult to engage initially. The High School made the referral based on the low attendance of the High School aged young people. L was at 8% attendance and R at 28% attendance at the point of referral. Social Work and Education were involved and the situation was escalating quickly.

Mum has sporadically engaged with 1-to-1 support and this has improved over the last 9 months to a point where we have open relationships and conversations. Mum has engaged with support around boundaries and routines with early morning visits before School. She has received financial inclusion support to address debt, and ensure the family were claiming the benefits they were entitled to. Reducing the impact of low income, poverty and deprivation.

L – Has engaged with an education programme delivered in the local community. MIWF has worked in partnership with the school staff and a mentor to create a flexible package that meet his needs and is being delivered in a Bike Repair Project. L is gaining personal development, coaching and education. This has required coordination, advocacy and supporting the family to have their voice heard.

R – Has re-engaged in mainstream education at High School. He responded well to the routines / boundaries visits and has successfully maintained this. He receives additional support from a YM mentor. Partnership working with existing provision out with MIWF is key to success.

The eldest child living at home is 21 and has also now engaged in employability support, but has a complex relationship with her boyfriend who is currently in prison.

MIWF are already working with Mum and the local Primary School focusing on the transition arrangements for the next child who is due to attend High School, to avoid the pattern that is apparent within the family.

ANNEX B: Risk Matrix (Jan 2019)

Risk	Mitigation Measures
<p>Disadvantaged citizens and low-income families do not benefit from the change</p> <p>There is a risk that disadvantaged citizens and families do not see tangible long-term benefits from the programme, projects or changes in culture and practice stimulated by the IRES programme</p>	<ul style="list-style-type: none"> Establish strong links with referral partners to ensure appropriate families are identified and engaged
<p>Disadvantaged citizens and low-income families do not benefit from the change</p> <p>Failure to attract sufficient bids from potential delivery partners that enables delivery across the entire SES city region</p>	<ul style="list-style-type: none"> Engage in third sector capacity building to ensure appropriate coverage in each local authority area Co-production with third sector to ensure potential delivery partners understand the aims of the Service and are in position to

Risk	Mitigation Measures
	<p>deliver the service to the necessary high standard.</p>
<p>Programme and project management capacity</p> <p>Inadequate programme or project management results in failure to deliver agreed outcomes and results</p>	<ul style="list-style-type: none"> • Ensure appropriate Project Management and delivery oversight is in place and adopt programme and project management best practice. The management arrangements will be reviewed on an annual basis to ensure they are sufficient for purpose • Project propositions and implementations plans will detail how delivery against targets will be assured. • The IRES Board are ultimately responsible for managing all aspects of programme and project risk and plans will be reviewed on an ongoing basis by a sub group of the IRES Board to ensure they satisfactorily capture the up to date risk profile and ensure there are appropriate mitigation procedures in place • New risks will be highlighted to the Board and where escalation is required mitigating actions will be agreed and implemented along with agreed timescales for review • The partnership will conduct a mid-programme evaluation in 2021 to check the direction of travel is still right • Delivery providers will receive performance and day-to-day contract management from CCP to ensure performance is in line with profile • Implementation of improvement plans, if a delivery partner is under-performing, communicated to the IRES Board ahead of any further mitigating actions • Introduction of the delivery partner “learning network”, meeting regularly to share best practice and support improved performance
<p>Programme and project management capacity</p> <p>Failure to achieve consistency in the approach being delivered across the SES City Region resulting in inequality of opportunity for disadvantaged families</p>	<ul style="list-style-type: none"> • Performance and contract management from CCP • Regular analysis of performance figures and data from the delivery partners • Introduction of the delivery partner “learning network”, meeting regularly to share best practice and to promote consistency

Risk	Mitigation Measures
<p>Availability of public finance</p> <p>The potential loss of external funding arising from Brexit (e.g. ESF), Public Sector funding restraint and inflation can over time erode the capacity of the partners to fund services and projects needed by citizens and businesses</p>	<ul style="list-style-type: none"> • Work with the partners to quantify the potential risk and seek strategies to minimize this, accepting there will be no recourse to additional CR funding to plug such gaps. • Partners will decide and agree an acceptable level of risk to carry. • The costs of the projects will be agreed at the outset and will be delivered within the agreed cash envelope. • Where the delivery cannot be made within the existing project budget, due to reasonably unforeseen circumstances, this will be notified through the PMO to determine appropriate set of remedial actions
<p>Availability of public finance</p> <p>Failure to maximise drawdown of additional ESIF funding, leveraged in Phase 1</p>	<ul style="list-style-type: none"> • Ongoing performance and contract management by CPP • Clear guidance established for ESIF compliance requirements and communicated out to each delivery partner • Ongoing internal compliance checks in collaboration with each delivery partners to ensure eligibility and evidence is compiled from the outset • Financial claims compiled and submitted on a quarterly basis to prevent cashflow issues arising
<p>Long-term impact</p> <p>Lack of progress for clients into sustainable career pathways</p>	<ul style="list-style-type: none"> • Development of strong links between each delivery partners and both DDI and HCI Targeted Skills Gateway Providers. • Establishment of priority places in each of the Skills Gateways for members of families supported by the Intensive Family Support Service • Family capacity building activity to create a nurturing environment that promotes learning and progression into further/higher education and employment from school
<p>Long-term impact</p> <p>Failure to provide suitable aftercare and achieve sustainable results</p>	<ul style="list-style-type: none"> • Long term holistic and intensive support will provide aftercare for the duration of the project. A single outcome or progression will not result in “exit” and sustainable results will be linked to the family’s ability to support itself and function • Programme evaluation and review will establish quantitative and qualitative evidence for continued investment from local and national sources, at the end of city region investment.

ANNEX C:

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