Executive Summary

The attached report provides information on the review of shared services within Criminal Justice Social Work which was undertaken jointly with South Lanarkshire Council. The review, which addressed the best model for future delivery of these services, followed the change in governance and planning for the delivery of local criminal justice social work services arising from the disestablishment of the Lanarkshire Criminal Justice Authority and its replacement by North and South Lanarkshire Community Justice Partnerships from April 2017.

The recommendations reached by the review were that a shared Court Service should continue but that the Drug Treatment and Testing Order Service and Justice Throughcare Service could better meet local need by being disaggregated. The attached report was presented to the Integrated Joint Board which agreed the recommendations on 23rd November 2018. The recommendations have also been agreed by South Lanarkshire Council’s Social Work Committee subject to successful conclusion of supporting budget arrangements.

Recommendations

It is recommended that Social Work Sub-Committee:

(i) Note the content of this report

Supporting Documents

Council business plan to 2020
NL Community Justice Outcome & Improvement Plan
https://www.northlanarkshire.gov.uk/CHandler.ashx?id=20573&p=0

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Health & Social Care NL
1. PURPOSE OF REPORT

This paper is coming to the IJB

| For approval | X | For endorsement | □ | To note |

2. ROUTE TO THE BOARD

This paper has been:

Prepared by: Alison Gordon
Reviewed by:
Endorsed by:

3. RECOMMENDATION

The Integrated Joint Board is asked to note the contents of the report in relation to the review of Shared Services between North Lanarkshire Council (NLC) and South Lanarkshire Council (SLC) and agree the proposed new delivery model for Drug Treatment & Testing Order (DTTO) and the arrangements outlined for the future delivery of the Justice Throughcare and the Social Work Court Service.

4. BACKGROUND/SUMMARY OF KEY ISSUES

4.1 For over 13 years North and South Lanarkshire have had a number of Shared Justice Services. For the period prior to the establishment of the new North Lanarkshire Community Justice Partnership, these were overseen by the Lanarkshire Community Justice Authority (LCJA). Following the disestablishment of the LCJA at the end of March 2016, it was agreed that existing arrangements continue for a further year to maintain stability and allow time for these services to be reviewed. Governance arrangements for these services have involved regular steering groups and liaison meetings, involving managers from both authorities and key agencies such as NHS, Police Scotland, Addiction Services, Housing, SPS/HMP Addiewell.

4.2 The Lanarkshire Shared Services are:
(a) Justice Throughcare (currently managed by NLC)
(b) Drug Treatment & Testing Order (DTTO) (currently managed by SLC)
(c) Court Services (currently managed by SLC)
4.3 The services are funded by ring fenced Section 27 Scottish Government grant, allocated and managed through the Lanarkshire Criminal Justice Authority (LCJA) until March 2017. Section 27 funding now comes direct to each local authority and strategic planning arrangements are overseen by the North Lanarkshire Community Justice Partnership.

4.4 In 2017/18 NLC received a grant of £1,414,967 to deliver the Justice Throughcare Shared Service and NLC provided £254,330 to SLC for DTTO services and £247,036 for Court Services. Additionally, the Alcohol and Drug Partnership (ADP) contribute £79,000 towards the cost of the Community Bridges Project which is managed via the Justice Throughcare Service. The Section 27 grant for 2018/19 is expected to be confirmed in December 2017 and we have asked the Scottish Government to allocate Throughcare funds direct to each local authority in line with the proposed future service delivery arrangements.

4.5 In recognising the new Community Justice Partnership arrangements and the developments for Justice Services within the Health & Social Care Integration, reviews of all the shared services were undertaken between July and October of this year. These reviews involved data analysis, case file reviews, feedback from service users and staff and engagement with key stakeholders.

4.6 The Justice Throughcare review resulted in SLC confirming a decision to establish their own Justice Throughcare service independent of NLC from April 2018. In considering the workload percentages between local authorities which forms a significant part of the Scottish Government’s funding formula, it is anticipated that NLC will see a 40% reduction of funding for this service from April 2018 and that the staffing resource allocated to this service will need to be amended to reflect this. It is intended that the Justice Throughcare service in NLC will continue to be delivered as a centralised service to ensure consistency for service users and key stakeholders in order to promote victim safety and public protection as this is an area in which close working with national agencies such as the Scottish Prison Service and Parole Board is as important as that with local partners. It is proposed that this central team will include the Community Bridges Project, subject to future review of ADP funding.

4.7 The OTTO review concluded that the current service should also be disaggregated and that an alternative model of service in NLC would be more effective in improving the outcomes for service users. In future NLC will use the DTTO funding allocation from Scottish Government to deliver an NLC service rather than contributing to the SLC DTTO service. It is proposed that a locality based service delivery model is set up between Justice Services and Addiction Services, which will involve the creation of 2 Justice Social Worker posts (NLC10) and 2 Addiction Worker posts (NLC09). There will also be an additional cost for Drug Testing (approx £30,000) which will be managed within the DTTO budget. This proposed model will better facilitate provision of an integrated service that will meet the physical, mental and social needs of service users and satisfy the legislative requirements of a Court Order. The implementation of the new service will be overseen by a management group involving managers from Addiction Services and Justice Services.

4.8 The Court Service review concluded that the current arrangements with SLC delivering court services was the most efficient and that this should continue through the establishment of a service level agreement with SLC. Areas for potential improvement in this service have been identified and will be addressed within this process.

4.9 There are two Senior Officer (NLC12) posts within Justice Services, designated as Senior Officer (Learning & Organisation Development) and Senior Officer (Justice). It is proposed that both posts be re-designated as Senior Social Worker to align with the existing structure.
5. CONCLUSIONS

Following SLC’s decision to manage their own Justice Throughcare Services it is anticipated that funding to NLC for this service will be reduced by 40% from April 2018 and plans are in place to reconfigure the staffing resource to reflect this with the service continuing to be delivered via a centralised team. From April 2018 SLC will no longer provide DTTO services for NLC and it is proposed that NLC will provide a locality based DTTO service through a new joint arrangement between Justice and Addiction Services funded through the reallocation of monies previously provided to SLC for this service. Social Work Court Services should continue to be delivered by SLC through a Service Level Agreement.

6. IMPLICATIONS

6.1 NATIONAL OUTCOMES

This paper recognises that whilst HSCP outcomes have some relevance to justice, the national Community Justice Plan has its outcome framework which also includes outcomes relevant to Health as well as Criminal Justice Social Work.

6.2 ASSOCIATED MEASURE(S)

This paper aligns to the following best value criteria, vision and leadership, effective partnerships, governance and accountability, use of resources, performance and management.

6.3 FINANCIAL

This paper has been reviewed by Finance:

| YES | X | No | ☐ | N/A | ☐ |

The funding for these services is ring fenced Section 27 Scottish Government funding allocated on an annual basis. The 2018-19 grant will be known in December 2017 and further adjustments to the service as a whole will be subject to final funding confirmation.

6.4 PEOPLE

Existing Throughcare employees will be subject to a matching process to existing vacant posts or redeployment. The net decrease in post numbers will also be managed through the deletion of vacant posts.

6.5 INEQUALITIES

Service users involved in the criminal justice system are sometimes viewed as being undeserving of mainstream services and can experience discrimination from professional services, prospective employers and their communities. Through continued risk and needs assessment Justice staff seek to support service users and their families through difficult transitions e.g. court, prison and into their community to enhance their future life chances. Access to housing, health services, welfare support and training/employment opportunities are key to improving outcomes.

EQIA Completed:

| Yes | ☐ | No | ☐ | N/A | ☐ | X |
7. BACKGROUND PAPERS

8. APPENDICES
   Available on North Lanarkshire Council’s website

   https://mars.northlanarkshire.gov.uk/egenda/public/kab71.pl?cmte=HJI

   Members seeking further information about any aspect of this report, please contact Alison Gordon on Telephone Number 01698 332001