

# Report

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>28 November 2018</b>
Report by:	<b>Director, Health and Social Care Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Whole System Approach - Social Work Resources' Funding Update and Establishment Changes</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee that the Scottish Government has identified new funding of £25,000 to be disbursed to each local authority for a two year period to support the re-invigoration and extension of the Whole System Approach to offending by young people
- ◆ advise the Committee that there is a requirement to increase management capacity across the Unpaid Work and Justice Service
- ◆ seek approval for changes to the establishment to support the continued roll-out of changes to the SWiSplus system and associated practice development

## 2. Recommendation(s)

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

- (1) that the content of the report in respect of the Whole System Approach Funding and additional increase in management capacity in the Unpaid Work and Justice Services be noted;
- (2) that the changes in the establishment of a 0.5 Full-time Equivalent (FTE) Whole System Approach Co-ordinator and 0.5 FTE Team Leader for a fixed term period of two years identified in Section 8 be approved; and
- (3) that a post of 1 FTE Team Leader be permanently added to the establishment as detailed in Section 8 of this report.

## 3. Background - Whole System Approach

3.1. The Scottish Government has identified new funding of £25,000 to be disbursed to local authorities for 2018/2019 and 2019/2020. The funding has to be used to support the re-invigoration and extension of the Whole System Approach (WSA) to offending by young people. Since the inception of a WSA in 2011, striking successes were achieved in terms of reductions in offence referrals to the Children's Hearing System and reductions in the numbers of young people appearing in court and custody. Recent indications are that numbers are going in a different direction and concerns have been expressed that children are again being drawn into formal systems such as the Scottish Children's Reporter Administration (SCRA) where this is unnecessary.

- 3.2. The new funding available is for local authorities to re-energise WSA for children up to the age of 18. Wherever possible, funding should be used to extend support to young people up to 21 and up to 26 for care experienced young people.
- 3.3. South Lanarkshire Council (SLC) recently developed a WSA Youth Justice Strategy and Action Plan 2017-2030 specifically for children and young people involved, or at risk of becoming involved, in offending.
- 3.4. The strategy incorporates key aspects of the [Children and Young People \(Scotland\) Act 2014](#) and also Scottish Government guidance [“Preventing Offending: Getting it Right for Children and Young People” \(2015\)](#).
- 3.5. South Lanarkshire’s [Children’s Service Plan](#) reflects youth justice priorities and has a Partnership vision which states that children, young people and families will be safeguarded and supported to reach their full potential and thrive within their communities.
- 3.6. Youth Justice is driven forward by the Getting it Right for Every Child Strategic Group and focuses on all facets of a WSA, including Early and Effective Intervention (EEI), Care and Risk Management (CARM), developments in Secure Screening, Diversion from Prosecution, and the Structured Sentencing Court for Young People (SSCYP).

#### **4. Background - Unpaid Work and Justice Services**

- 4.1. New legislation relating to a presumption against short term custodial sentences has been introduced, which will result in an increase of additional referrals to the Unpaid Work Service, as Sheriffs apply this legislation and avoid short term custodial sentences as appropriate.
- 4.2. There has been an increase in the requirement for management capacity, which has resulted from extending the Service to a seven day service and the frequency of use of the Service.
- 4.3. The Service is currently auditing the four locality case files. The audit of the first locality has identified some practice improvement recommendations that are required and can be rolled-out to the four localities.
- 4.4. The Care Inspectorate has commenced a national programme of Justice Inspections. Given the increase in requirements of management capacity and practice improvements that require to be implemented, additional resources are required.

#### **5. Background – SWiSplus**

- 5.1. The statutory framework for Social Work Services is contained in a raft of different pieces of legislation. This legislative framework is both complex and ever changing and requires Social Work Resources to manage and change service delivery in-line with new requirements.
- 5.2. SWiSplus is the primary information system used by Social Work staff within SLC. It is used to record data relating to service users, worker involvement, care planning and service provision activity.

- 5.3. The SWiSplus system aims to support appropriate information sharing within the South Lanarkshire Health and Social Care Partnership (SLHSCP) and partner agencies, with a key focus on providing better co-ordinated intervention and speedier services to those who need them.

## **6. Current Position**

- 6.1. Progress has been made with the implementation of a WSA but South Lanarkshire, similar to the national picture, is experiencing an increasing number of challenges to maintaining the improvements widely recognised from this approach. There has, for example, been a recent increase in the volume of referrals to SCRA on offence grounds.
- 6.2. Progress has been made in ensuring that a WSA is reflected in the Corporate Parenting Strategy in South Lanarkshire, however, there is a need to continue to embed and extend a WSA to young people up to the age of 21 and 26 years.
- 6.3. Youth Justice is reflected in both the Children's Service and the Community Justice Plans, however, it would be helpful to review and enhance the focus on Youth Justice issues to continue to improve outcomes for young people in this area.
- 6.4. The SWiSplus Team Leader has previously been approved on a temporary basis and has been temporarily funded since 2014.

## **7. Proposed Changes**

- 7.1. In order to ensure that the required progress is achieved at both a strategic and operational level, it is proposed that the Scottish Government funding is used to recruit a 0.5 FTE temporary WSA Co-ordinator. The funding is temporary and as such it is proposed that the WSA Co-ordinator is established for a period of two years. The Co-ordinator will have responsibility for leading on improving outcomes in all aspects of the WSA. Specifically they will be tasked with:
- ◆ re-invigorating the ethos of a WSA and being a key member of the steering group
  - ◆ continued strategic and operational development of a WSA
  - ◆ embedding risk assessment training
  - ◆ continuing to develop a Care and Risk Management Approach
  - ◆ ensuring a WSA is more embedded in the Children's Service and the Community Justice Plan
- 7.2. In order to ensure the required progress in the Unpaid Work and Justice Services, it is proposed that a 0.5 FTE temporary Social Worker Team Leader post is established for a period of two years.
- 7.3. Major change programmes such as SDS, Mental Health and Children and Justice are making significant demands on the SWiSplus resource. It is now felt appropriate to make the Team Leader post within SWiSplus permanent.

## **8. Employee Implications**

- 8.1. The employee implications for implementing the re-aligning of this service is detailed in the table below:

<b>Post</b>	<b>Current number of posts (FTE)</b>	<b>Proposed number of posts (FTE)</b>	<b>Grade</b>	<b>Hourly Rate</b>	<b>Annual Salary</b>	<b>Gross Cost (inc on costs)</b>
Team Leader (temporary)	0	0.5	Grade 3 Level 8	£20.21 - £21.16	£36,881 - £38,615	£24,027 - £25,158
WSA Co-ordinator (temporary)	0	0.5	Grade 4 Level 2	£21.16 - £22.13	£38,614 - £40,385	£25,157 - £26,310
Team Leader (SWiSplus) (permanent)	1*	1	Grade 3 Level 8	£20.21 - £21.16	£36,881 - £38,615	£48,055 - £50,315
<b>Total</b>	<b>1*</b>	<b>2</b>				<b>£97,239 – £101,783</b>

\*This is already funded on a temporary basis

## **9. Financial Implications**

- 9.1. The maximum cost of the reconfiguration of staffing is approximately £51,468. The Scottish Government Grant will fund the 0.5 FTE WSA post and the additional cost of the 0.5 FTE Social Worker Team Leader will be met by Section 27 Grant.
- 9.2. The full cost of funding the Team Leader SWiSplus posts is £48,055 - £50,315. This is already funded within the Social Work budget and, therefore, there are no additional financial implications.

## **10. Other Implications**

- 10.1. Failure to provide localities with resources commensurate with identified needs, risks the Council not meeting its statutory requirements and would result in reputational damage and result in untimely responses to service user needs.
- 10.2. The recommendations within this report would protect vulnerable children, young people and adults, strengthen Partnership working and community leadership.
- 10.3. There are no sustainable development implications associated with this report.
- 10.4. There are no other issues associated with this report.

## **11. Equality Impact Assessment and Consultation Arrangements**

- 11.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 11.2. Trade Union colleagues have been consulted and updated in regard to the proposals contained within this report.

**Val de Souza**  
**Director, Health and Social Care**

**Paul Manning**  
**Executive Director (Finance and Corporate Resources)**

26 October 2018

**Link(s) to Council Values/Ambitions/Objectives**

- ◆ Support our communities by tackling disadvantage and deprivation and supporting aspiration
- ◆ Protect vulnerable people, young children and adults

**Previous References**

Social Work Resources Committee of 19 September 2018

**List of Background Papers**

- ◆ Whole System Approach to Youth Justice Re-invigoration and Extension Funding 2018-2020 Scottish Government

**Contact for Further Information**

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

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