

Report

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Report to:	Social Work Resources Committee
Date of Meeting:	6 September 2017
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	Social Work Establishment in the Justice Management Team and High Risk Offenders Team in Justice Services
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval for an increase to the Social Work Resources' staffing establishment in Justice Services

2. Recommendation(s)

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

- (1) that 1 Full-time Equivalent (FTE) post of Social Worker, on Grade 3, Level 2 - 8, SCP 75-80 (£26,315 to £38,231), be added to the Social Work Resources establishment; and
- (2) that 1 Full-time Equivalent (FTE) post of Operations Manager, on Grade 4, Level 2 - 5, SCP 79-88. (£37,647 to £43,085), be added to the Social Work Resources establishment.

3. Background

3.1. The Head of Children and Justice Services and Chief Social Work Officer (CSWO) undertook a review of the current management arrangements and management structure across the Children and Justice Service. This involved management development sessions and workshop activities.

3.2. It was recognised that there was good work taking place and positive working relationships that supported the values of keeping communities safe. However, in Justice Services the current structure did not support or reflect an organisation that could meet current demands, nor was it flexible enough to meet the increased scrutiny and performance associated with good service delivery and service development.

3.3. **Operation Manager:** There are currently two permanent FTE Operation Manager posts. At Executive Committee in March 2017 it was agreed that an additional temporary Operation Manager post be created to fulfil the requirements in terms of supervision of staff and to meet the needs of the transition into a South Lanarkshire Community Justice Partnership. Following the review of current management levels it is recommended that the current temporary post be converted into a permanent post. This will increase the management complement to three FTE.

- 3.4. **High Risk Team:** The High Risk Team was established to manage the highest risk offenders in the community and has been operational in South Lanarkshire Council (SLC) for several years. The work of the team is underpinned by the Management of Offenders (Scotland) Act 2005 which established Multi-Agency Public Protection Arrangements (MAPPA) in Scotland. The team specifically manages those offenders who pose a significant, and at times, imminent risk of re-offending and causing harm to others.
- 3.5. The High Risk Team contribute to risk management planning for service users convicted of some of the most serious, violent and sexual offences. Effective risk management planning for this group requires the team to robustly supervise service users and respond to early warning signs of risk escalating. The Team are also involved in the co-ordination and implementation of multi-agency plans to ensure public protection. Communication is an inherent part of managing the significant risks posed by this group and to this end, the Team regularly communicate with and write detailed reports and enhanced risk assessments for the Parole Board and the courts. The risk posed by this group can fluctuate and the Team need to be responsive, ensuring those service users posing the most imminent risk of re-offending and causing serious harm are responded to without delay.
- 3.6. Interventions are a significant part of the management of risks posed by this group. The High Risk Team delivers, "Moving Forward Making Changes" (MFMC), an accredited intervention programme for Registered Sex Offenders (RSO). The programme is an essential element of service delivery and the volume of offenders, who participate in the programme, are reported back to the Scottish Government and attendance figures are linked to funding for (SLC) Justice Services. A further critical element of this team is their role in mentoring and developing workers in both the locality justice teams and children and families teams.

4. Current Position

- 4.1. There are 2.5 FTE Social Worker posts with 0.5 currently vacant. The Team has not increased in size since its inception, yet the number of MAPPA offenders has increased substantially. Since 2011, the MAPPA annual report highlights that the number of MAPPA 1 offenders for Lanarkshire has increased from 318 to 627. 250 of these cases are currently led by Social Work in South Lanarkshire Council. The more complex of the MAPPA 1 cases are managed by the High Risk Team.
- 4.2. The team also manage (10) MAPPA 2 offenders who require an intensive service to be provided to ensure public protection. This may involve frequent weekly home and office visits, written reports, enhanced risk assessments and regular attendance at MAPPA and other meetings.
- 4.3. The team also need to be prepared, should a MAPPA 3 offender, be released at any time from custody. In 2016, the MAPPA extension was introduced for violent offenders. These offenders are termed "category 3" offenders and are violent service users, posing an imminent risk of significant harm to others. There have been six referrals for category 3 offenders in SLC over the past year but this number is expected to rise over the following months as more service users are due for release from custody. The Team also work in partnership with the Forensic Team with Mentally Disordered Offenders and service users subject to Orders of Lifelong Restriction (OLR).

- 4.4. The Team also deliver the MFMC programme in the evenings and seven service users attend. There is a waiting list of five for this group. Furthermore, the team deliver individual work with service users who for health or employment reasons cannot attend the group work programme. Two Social Workers for every service user are required.
- 4.5. Social Workers in the High Risk Team are trained to a high standard and have specialist expertise in carrying out enhanced risk assessments, risk management plans, interventions and reports. Workers in this Team have had to undertake additional interviews, assessment and training to enable them to carry out the work of this Team.
- 4.6. Over recent years, the increasing workload demands in the High Risk Team, from this service user group, have not been matched with an increase in Social Work staffing. The staffing levels at present are insufficient to deal with the expanding workload. An increased staffing complement will improve the ability of the Team to carry out their role in mentoring and developing staff from localities.

5. Recommendations

- 5.1. **Operation Manager:** It is recommended that the temporary two-year Operation Manager post, which was created to support the transition arrangements and create capacity through a significant period of change, is now converted into a permanent Operation Manager post.
- 5.2. **High Risk Team:** As a result of current issues in the High Risk Team it is proposed that one additional permanent Social Worker post is added to the High Risk Team. This post would add capacity and resilience to a team responsible for public protection and the management of service users posing the highest risk of harm to others.
- 5.3. An increased staffing complement would also enable the team to support and mentor other workers in the justice locality teams and improve succession planning for the service. In addition, the service will be required to adapt to meet changing profiles of service users and build in capacity for training workers to work for example, with internet offenders.

6. Employee Implications

- 6.1. The temporary Operations Manager post will convert to a permanent Operation Manager. This will result in 3 permanent Operation Managers.
- 6.2. There would be one additional FTE Social Worker post in the High Risk Team, increasing the Social Work establishment to 3.5 FTE Social Workers.

Post	Current No of posts	Proposed No of posts	Grade	SCP range	Hourly rate	Annual salary	Total Cost (inc on costs)
Operations Manager Justice Services	2	3	G4 L2-5	79-88	£20.63 - £23.61	£37,647 - £43,085	£147,162 - £172,038
Social Worker	2.5	3.5	G3 L2-8	55-80	£14.42-£20.95	£26,315-£38,231	£34,288-£49,814

7. Financial Implications

- 7.1. There are no additional costs associated with this recommendation, as costs will be met from the current Section 27 grant.

8. Other Implications

- 8.1. There are no implications for sustainability or risk as a result of the information presented in this report.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy therefore no impact assessment is required.
- 9.2. There was no requirement to undertake any consultation in terms of the information contained in this report. Trade Union colleagues have been provided with an update.

Val de Souza
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

7 July 2017

Link(s) to Council Values/Objectives

- ◆ protect vulnerable children, young people and adults
- ◆ improve community safety

Previous References

- ◆ Executive Committee Report, 8 March 2017: Children and Justice Management Structure Redesign.

List of Background Papers

- ◆ none

Contact for Further Information

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

Diane Dobbie, Justice Service Manager

Ext: 3952 (Phone: 01698 453952)

Email: diane.dobbie@southlanarkshire.gcsx.gov.uk