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| Report to: | Social Work Resources Committee |
| Date of Meeting: | 20 June 2018 |
| Report by: | Director, Health and Social Care Executive Director (Finance and Corporate Resources) |

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| Subject: | Community Justice and Health and Social Care Planning and Performance Support |
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee that South Lanarkshire Council has been granted further transitional funding of £50,000 for 2018/2019 to help embed the Community Justice Partnership model in South Lanarkshire
- ◆ advise the Committee of proposals to utilise this funding to continue to fund the part-time temporary post of Community Justice Co-ordinator
- ◆ request approval to utilise existing and additional funding to create two new temporary posts of Performance and Systems Development Assistant and Planning Officer to support new demands emanating from both the Health and Social Care Partnership and the Community Justice Partnership

2. Recommendation(s)

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

- (1) that the contents of the report are noted;
- (2) that the existing 0.5 Full-time Equivalent (FTE) Community Justice Co-ordinator post is extended for one year to 30 June 2019; and
- (3) that two FTE fixed term posts of Performance and Systems Development Assistant and Planning Officer be created within the Planning and Performance team for a period of one year to 30 June 2019.

3. Background

- 3.1. The implementation of the new Community Justice (Scotland) Act 2016 led to significant changes to the structure and function of Justice Services in Scotland. As a result, in April 2017, Community Justice authorities were dissolved and, in a South Lanarkshire context, a Community Justice Partnership (CJP) was formed.
- 3.2. From an accountability perspective, the CJP reports to the Community Planning Partnership (CPP) via the Safer South Lanarkshire Board (SSLB).
- 3.3. As part of the new model for Community Justice, South Lanarkshire Council (SLC) was allocated funding of £50,000 annually for a period of three years from 1 April 2015 to 31 March 2018 to employ a temporary Community Justice Co-ordinator to facilitate the transition to the new model of Community Justice.

- 3.4. The Scottish Government has now confirmed that the £50,000 funding has been approved for a further financial year with indications that this funding will then become part of the annual Section 27 Grant for the delivery of Community Justice Services from April 2019. The purpose of the funding is to support the embedding of the CJP and ultimately improve Community Justice Outcomes (CJOs).
- 3.5. The Community Justice Co-ordinator is responsible for developing a CJO Improvement Plan. The Plan aims to ensure that the Partnership:-
 - ◆ prevents and reduces further offending by addressing its underlying causes
 - ◆ safely and effectively manages and supports those who have committed offences to help them integrate into the community and realise their potential for the benefit of all citizens
- 3.6. The main aims of Community Justice are to provide:-
 - ◆ improved community understanding and participation
 - ◆ effective use of strategic planning and partnership working
 - ◆ effective use of evidence-based interventions
 - ◆ equal access to services
- 3.7. The CJO Improvement Plan is renewed annually. Additionally, there are requirements for quarterly reporting to the CJP.
- 3.8. Social Work Resources' Justice Services is an essential part of the CJP and is required to report on its statutory performance to Community Justice (Scotland) on an annual basis. From 1 April 2018, SLC has been providing Justice Throughcare Services (previously hosted by North Lanarkshire Council). This also requires additional information to be reported annually to the Scottish Government. There continues to be a requirement to report on key performance indicators on a quarterly and annual basis to the CPP and Community Justice (Scotland).
- 3.9. Similarly, and a result of the developing Health and Social Care agenda, there have been a number of new demands, both internally to the Council and as part of the wider Health and Social Care Partnership (HSCP).
- 3.10. Notably, there are two significant pieces of activity which require focused support in the short/medium term. The review of Home Care Services, which has been an ongoing piece of activity within the Council, aimed at maximising service efficiency through the introduction of mobile working, I.T. support, improved scheduling and a new contractual framework. Secondly, the introduction of a new quarterly performance reporting framework for Health and Social Care which will provide a composite performance report for the Integration Joint Board (IJB) and the four locality planning areas.
- 3.11. Both areas of work require a level of resource over and above existing management information and also require existing I.T. systems to be adapted to ensure that relevant performance data is captured and reported in a way which supports future decision-making.

4. Current Situation

- 4.1. As referred to at 3.5, the Community Justice Co-ordinator in post, oversees the development of a CJO Improvement Plan.
- 4.2. Alongside the new model of Community Justice, the Scottish Government also developed an Outcome, Performance and Improvement (OPI) Framework and a self-evaluation guide and framework was developed in relation to Community Justice in Scotland. Additionally, the Scottish Government announced that this self-evaluation model would be the basis for future scrutiny and inspection of Justice Services.
- 4.3. Over 2017/2018, the self-evaluation model was used to review the Unpaid Work Service (UPWS). Additionally, all Pan-Lanarkshire Justice Services were reviewed. There was a shared finding from all of the reviews that improvements need to be made to the service's ability to capture and measure outcome based improvements.
- 4.4. The Council's current performance information system IMPROVe captures a wealth of information in relation to Justice, but there is a need to ensure that this is consolidated and developed as required, to capturing accurate, relevant and useful information to ensure that the service is meeting its statutory requirements.
- 4.5. Additional information is required to be reported on a more frequent basis in order to ensure effective service delivery. For example, there is a need to capture the level of "Other Activity" in the UPWS and also a need to capture data for reporting on the newly established Throughcare Team.
- 4.6. Additionally, there is a need to capture the views of service users, partners and the community in order to report on the effectiveness of the CJP.
- 4.7. As a result of the continued work described for the HSCP and Justice Services, there is a continuing need for this role. Should the funding become part of the annual Section 27 Grant, the nature and permanency of the posts will be reviewed.
- 4.8. The Health and Social Care agenda continues to evolve and places new demands on a number of areas across the system. In recognition of this, and ongoing reviews, a temporary post was piloted to ascertain the level of resource and longevity required in the future. From the work of this post to date, a number of gains and benefits have been made as follows:-
 - ◆ regular suite of four weekly home care performance information developed and implemented which provides evidence regarding the impact of service changes
 - ◆ development of integrated performance reporting framework which was considered and supported by the South Lanarkshire Integration Joint Board Performance and Audit Sub-Committee in May 2018. This aspect of work now requires to be implemented and form the basis of a core suite of performance data for Health and Social Care
 - ◆ systems development with regards to identifying a reporting tool which will allow NHS and Council managers/staff to view this information, thus taking away the need to access more than one system
 - ◆ training, supervision and development of staff with the Planning and Performance team to increase capacity and knowledge of this agenda

5. Next Steps

5.1. In order to resource this identified need, the following is proposed:-

- ◆ two temporary posts are created for a period of one year. The purpose is that the post-holders would assist with the development and implementation of systems to capture performance related and outcome based information for Health and Social Care and Justice Services
- ◆ the posts will support the Community Justice Co-ordinator and report to the Manager within the Planning and Performance section. The post will support all of Justice Services to improve outcome reporting for their services and embed the new model of Community Justice
- ◆ the posts will assist with the collation of information from all partners to meet the outcomes noted in the local plan to deliver CJOs. This post will also assist with developing information to inform strategic planning and will assist Social Work Resources to fulfil their obligations under the Community Justice (Scotland) Act 2016
- ◆ the new posts will also provide the necessary capacity and expertise to harmonise and bring together information held on separate systems to provide a more holistic overview of the Health and Social Care agenda. In turn, this will support decision making through the provision of the most relevant and timely performance data
- ◆ in a health and social care context, a temporary post has already been successfully tested for 6 months to support this work

6. Employee Implications

6.1. The employee implications for implementing the proposed changes are detailed in the table below:-

| Post (Social Work) | Current Number of Posts (FTE) | Proposed Number of Posts (FTE) | Grade | SCP Range | Hourly Rate | Annual Salary | Gross Cost inc on costs 33.1% |
|------------------------------------------------------------|-------------------------------|--------------------------------|-----------------|-----------|-----------------------|-------------------------|--------------------------------|
| Community Justice Co-ordinator – Fixed Term | 0.5 | 0.5 | Grade 4 Level 5 | 85 – 88 | £22.79 - £23.85 | £20,794 - £21,761 | £27,095 – £28,355 |
| Performance and Systems Development Assistant – Fixed Term | 0 | 1 | Grade 2 Level 4 | 52 – 57 | £13.98 - £15.04 | £25,512 - £27,446 | £33,242 – £35,762 |
| Planning Officer – Fixed Term | 0 | 1 | Grade 3 Level 4 | 70 – 74 | £18.22 - £19.35 | £33,249 - £35,311 | £43,323 – £46,010 |
| Total Costs | 0.5 | 2.5 | | | | | £103,660 – £110,127 |

6.2. The posts have been evaluated using the Council's grading scheme, however, may be subject to future job evaluation.

7. Financial Implications

- 7.1. The posts related to the Community Justice Partnership will be funded in-part from the funding to embed the new model for Community Justice 2018/2019 and is supported by the CJP. The other part of this funding is from the Section 27 Grant to support the development of reporting in Community Justice.
- 7.2. The Health and Social Care related post will be funded from within the existing Planning and Performance Team establishment.

8. Other Implications

- 8.1. There is a risk if recommendations are not supported that the capacity to improve services will be limited. This will impact on development of the CJP, the HSCP and the Council's requirements to meet national reporting requirements in relation to Community Justice and local requirements with regards to the impact of the Home Care review.
- 8.2. There are no implications for sustainability in relation to this report.
- 8.3. There are no other issues associated with this report

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. This report does not introduce a new policy function or strategy, nor does it recommend a change to existing policy, function or strategy, therefore, no impact assessment is required.
- 9.2. Trade Union colleagues have been consulted on the proposals contained within this report.

Val de Souza
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

30 May 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Achieve results through leadership, good governance and organisational effectiveness
- ◆ Accountable, effective, efficient and transparent
- ◆ Work with communities and partners to promote high quality, thriving and sustainable communities
- ◆ Protect vulnerable children, young people and adults

Previous References

- ◆ Executive Committee of 26 August 2015

List of Background Papers

◆ none

Contact for Further Information

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

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