

Report

Report to:	Social Work Resources Committee
Date of Meeting:	20 January 2021
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	Resourcing for Inclusion as Prevention and Justice Social Work Resources
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1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ Update the Committee on the Community Lottery Funded Initiative, Inclusion as Prevention (IAP) which is in phase three of the delivery plan and intends to carry out a test of change with FAS, the Intensive Family Support Service for under 12's. The test of change requires the creation of 1 Full-time Equivalent (FTE) temporary Family Support Worker post for the period of 12 months
- ◆ Request a temporary increase in the FAS establishment to enable a test of change to be carried out
- ◆ Request that the temporary 0.5 FTE Team Leader Post in Unpaid Work Services (UPW) is made permanent

2. Recommendation(s)

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

- (1) that the content of the report be noted;
- (2) that the proposed increase in staffing arrangements within the FAS, as detailed in Section 5, be approved; and
- (3) that the proposed permanent increase of 0.5 FTE Team Leader within the UPW service on a permanent basis, as detailed in Section 5, be approved.

3. Background

3.1. Inclusion as Prevention

3.1.1. South Lanarkshire Council successfully secured £800k funding from the Early Action System Change (EASC) Fund of the Community Lottery for a 5-year project (2019-2024) named Inclusion as Prevention (IAP). The successful funding bid was presented to the Social Work Committee in 2018 which endorsed the proposal and agreed to South Lanarkshire Council becoming the lead partner for this project. The committee recognised that the approach proposed would offer the council valuable learning on the potential future shape and commissioning of services.

- 3.1.2. IAP is a partnership between South Lanarkshire Council, the Centre for Youth and Criminal Justice (CYCJ), Dartington Service Design Lab and Action for Children. The aim of the project is to redesign services WITH children, young people and their families. The project aims to test and demonstrate what better outcomes could come about for people when we include them in how services affecting their lives are delivered. Research from the CYCJ indicates that targeted interventions at the right time can reduce the number of young people escalating into the justice system in the longer term.
- 3.1.3. Since the project was established, extensive research and evaluation with people from the local community and practitioners working across the South Lanarkshire System has taken place. The IAP team heard from families and staff that there was a need for throughcare support for vulnerable families approaching the end of intervention work offered by the FAS intensive family support service. Families felt that this worker would help to reinforce learning that had taken place during their initial intervention offered from FAS. The IAP core steering group (AFC, Dartington, CYCJ, SLC) endorsed a proposal to develop a test of change with FAS, for children between the ages of 5 and 12 years.
- 3.1.4. The GIRFEC Partnership Board on discussing the FAS test of change in 2020, recognised that the tests would inform, support, challenge and dovetail with wider system change activities around, for example, corporate parenting and reinventing and re-energising relations with the local community around the rights of children. This project offers the chance to model our desired approach from engaging the wider community into shaping local authority provision, ensuring equality and equity in the voices being heard in the development of services.
- 3.1.5. IAP, therefore, proposes to test the introduction of dovetailed support for families being referred to FAS. It is proposed that an additional family support worker would work alongside families for a period of up to 6 months beyond the initial FAS intervention. The additional worker would offer support and help broker relationships with universal services to reinforce learning undertaken at an earlier point and sustain connectivity and citizenship for children and their families.

3.2. Justice Services-Unpaid Work

- 3.2.1. The Scottish Government vision for Community Justice is reflected in the current South Lanarkshire Community Justice Improvement Plan of which the key aims are: to prevent and reduce further offending by addressing its underlying causes; and safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens.
- 3.2.2. Unpaid Work is one of nine requirements that can make up a Community Payback Order imposed on individuals by means of a community- based sentence. Unpaid Work offers repatriation to society for misconduct and opportunities for rehabilitation through skills training and positive social activity. Up to 30% of these orders can be made up of “other activity which involves for example gaining education or employability skills and/or addressing substance misuse issues”.
- 3.2.3. The Unpaid Work Service is comprised of 20 FTE Supervisors, 14 FTE Social Work Assistants, 3.5 FTE Placement Coordinators and 2 FTE and 0.5 FTE temporary Team Leader posts. The Supervisors are responsible for taking service users to and from community-based work placements and ensuring work is competently completed. They also hold workshops for woodwork and joinery and oversee the

community laundry and bread making classes. The Social Work Assistants can facilitate “other activity” arrangements, undertake casework, and communicate with Social Workers and the courts regarding the progress with completion of orders involving the submission of progress, completion, and breach reports. The Coordinators directly oversee the Supervisors and coordinate information requests from the community for unpaid work. The Team Leaders oversee the entire service, directly supervising the Coordinators and Social Work Assistants and ensuring compliance with health and safety requirements, allocation, and oversight of statutory orders.

4. Current Position

4.1. Inclusion as Prevention

- 4.1.1. FAS currently have support workers who work with families for a period of up to 12 months. As they exit the FAS service, the intensity of support they require is not always available to them. This gap in service provision creates risks in sustaining the changes they require to make to prevent a relapse in the behaviours leading to families being in crisis in the first place. The Delivery Plan for IAP was endorsed by the Big Lottery and granted time limited funding to deliver tests of change as part of the early action system change process.
- 4.1.2. The funding will allow for the establishment of a temporary Family Support Worker to be attached to FAS to support the provision of continuous support to families exiting the project.

4.2. Justice Services-Unpaid Work

- 4.2.1 The current team leader complement within justice services is 2.0 FTE Team Leaders and an additional 0.5 FTE temporary Team Leader post due to end in March 2021. The temporary post was created in August, to deal with additional workload and the impact of COVID. Due to the extent of the backlog of unpaid work hours from the pandemic and the impact of the presumption against short term sentences (PASS) leading to an increase in unpaid work, the level of additional hours will not diminish. Converting this post to a permanent post will enable the service to meet the additional workload requirements in the service, as detailed below, and cover for periods of absence and training.
- 4.2.2. The Covid-19 pandemic has required Team Leaders to ensure that all aspects of staff and service user safety and compliance with Scottish Government recommendations were taken account of and adhered to. Responding to the pandemic has affected all areas of service delivery and procedures have required constant review. Team leaders have adapted to these regular changes on an ongoing basis to ensure service user and staff safety whilst continuing to provide a statutory service. To add to this the backlog in hours generated over recent months due to the closure of the courts, unpaid work service and social distancing requirements has led to team leaders undertaking additional efforts to identify new and imaginative work placements where at all possible.
- 4.2.3. The current permanent 2 FTE, Team Leader complement within Justice Services does not have the capacity to manage such additional responsibilities whilst maintaining the quality of service delivery and providing effective risk management response of the service as detailed at 8.1.

5. Employee Implications

- 5.1. Employee implications are detailed below, and the proposal is to create 1 FTE Family Support Worker post for a temporary period of 12 months.

Post (Social Work)	Existing Number of Posts (FTE)	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3%
Family Support Worker	0	1	Grade 2 Level 1-4	34 - 57	£11.78 - £16.52	£21,497 - £30,147	£28,011 - £39,281
Additional Costs							£28,011 - £39,281

- 5.2. Employee implications are detailed below, and the proposal is to convert the 0.5 FTE temporary Team Leader to a permanent post.

Post (Social Work)	Existing Number of Posts (FTE)	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3%
Team Leader	0	0.5	Grade 3 Level 8	79 – 80	£22.89 - £23.24	£41,772 - £42,411	£54,429 - £55,262
Additional Costs							£27,214 - £27,630

6. Financial Implications

- 6.1. The costs of the temporary 1 FTE (FAS – Intensive Family Support Service) Family Support Worker will be met from the Community Lottery Fund.
- 6.2. The costs for the 0.5 FTE Team Leader post will be met from recurring funding from the Section 27 grant.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no implications for climate change associated with this report.
- 7.2. There are no sustainable development implications associated with this report.
- 7.3. There are no environmental implications associated with this report.

8. Other Implications

- 8.1. There is a risk of not providing adequate contingency cover and sufficient management support to ensure robust public protection arrangements are in place if the posts are not approved.
- 8.2. 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, or recommend a change to an existing policy, function, or strategy and, therefore, no impact assessment is required.
- 9.2. Consultation has taken place with the Trade Unions regarding the recommendations contained within this report.

Val de Souza

Director, Health and Social Care

Paul Manning

Executive Director (Finance and Corporate Resources)

16 November 2020

Link(s) to Council Values/Ambitions/Objectives

- ◆ focused on people and their needs
- ◆ working with and respecting others
- ◆ accountable, effective, efficient, and transparent
- ◆ ambitious, self-aware, and improving

Previous References

- ◆ Staffing in Justice, Social Work Resources, Social Work Resources Committee, 19 August 2020

List of Background Papers

- ◆ Inclusion as Prevention Delivery Plan

Contact for Further Information

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

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