

Report

Report to:	Social Work Resources Committee
Date of Meeting:	28 October 2020
Report by:	Director, Health and Social Care Executive Director, Finance and Corporate Resources

Subject:	Review of Drug Treatment and Testing Order Service and staffing
----------	--

1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ provide an update on the review of the Drug Treatment and Testing Order (DTTO) Service delivery within Justice Services;
- ◆ request an increase in the DTTO establishment in response to increased workload during the past two years.

2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) to approve the revised preferred operating model and the addition to the establishment recommended at section 8 of the report, this will increase the establishment by a permanent 0.6 FTE.

3. Background

- 3.1 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 South Lanarkshire Council (SLC) are committed to improving the quality of available interventions in Justice Services for all service users, including the provision of intensive and responsive drug treatment and testing in the community to individuals who are placed on DTTO by a court.
- 3.3 Drug Treatment and Testing Orders (DTTO) were introduced by the Crime and Disorder Act 1998 across Scotland and are a criminal justice community-based court disposal. The DTTO is a community-based approach focussing on drug treatment as the primary means of reducing offending behaviour, rather than the standard offence focused approach of a Community Payback Order (CPO).
- 3.4 DTTOs are granted by the Sheriff if a service-user's substance misuse issues are significantly causal to their offending. Orders can range from six months to three years and are utilised if the service-user is at risk of receiving a custodial sentence.

The goal is to support the service-user to address substance misuse issues and engage in treatment which will also reduce involvement in future offending behaviour. Social Workers in the DTTO service carry out multi-disciplinary assessments of suitability for the order which are submitted to the court. They also carry out oral fluid testing and attend court with service users on a 4 weekly basis to account for progress with the order. During the period of the pandemic, and for infection control reasons, oral fluid testing has been suspended.

- 3.5 The Drug Treatment and Testing Order (DTTO) Service is available to all residents of South Lanarkshire Council and is based in High Patrick Street, Hamilton, with an outreach clinic in Lanark.
- 3.6 South Lanarkshire Council hosted the pan-Lanarkshire DTTO service from April 2004. In response to the new Community Justice arrangements, the DTTO was reviewed in 2017 along with all Pan Lanarkshire services. The review group recommended that the DTTO separate and that North and South Lanarkshire deliver separate DTTO services. At the time of the review it was anticipated that as the service was solely servicing South Lanarkshire residents, there would be a reduction in the volume of DTTOs imposed. The separation also led to a reduction in the budget and staffing compliment to cover the DTTO service in South Lanarkshire.
- 3.7 A reduced staffing structure was approved by the Social Work Resources Committee on 6 December 2017 and is outlined in table 8.1. In addition, the nursing (1 FTE Band 6 nurse) and general practitioner (GP) cover (2 GP sessions) were provided by health and paid for separately.
- 3.8 The service has continued to provide intensive supports to individuals subject to DTTO imposed by Hamilton, Lanark, and Glasgow Sheriff and High Courts.
- 3.9 The volume of DTTOs is significantly greater than was projected at the time of the Pan Lanarkshire review and redesign in 2017. The number of DTTOs has remained very similar despite the service only being offered to residents from South Lanarkshire Council.

4. Identified Service Risks

- 4.1 Due to concerns related to managing the ongoing volume of DTTOS, a Service Review was carried out in 2020. The review identified that:
 - ◆ the revised health and social work staffing compliment did not offer sufficient cover to meet the demand for DTTO's, leading to risks of not meeting statutory requirements.
 - ◆ The staffing compliment did not offer the capacity to cover for absence due to annual leave, training or for other reasons.

5. Interim Arrangements

- 5.1 The significant issues identified by the review demanded that without delay interim arrangements required to be implemented to mitigate the risks to ensure the DTTO Service continued to meet its statutory function. Temporary arrangements were agreed with the Community Addiction Recovery Service (CaRES) to offer contingency nursing and GP cover where possible. This was supplemented by additional social work tasks being taken on by the Team leader and Operations Manager. The interim arrangements are not sustainable in the medium to longer term.

6. Service Review

- 6.1 A review group was established, led by the Head of Children and Justice Services, and consisted of the Justice Manager, Operations Manager, CARES Service Manager and Operations Manager, G.P and DTTO Team Leader and Clinical Director. The review group developed a Terms of Reference (TOR) (Appendix 2) underpinning the development of an options appraisal. In the process of the review the group benchmarked with other local authorities to help inform an options appraisal for the future delivery of the service. Benchmarking highlighted that in areas without a specialised DTTO service, there was a decline in DTTO uptake, poorer outcomes for service-users, and a loss in credibility of DTTOs being an alternative to custodial sentences.

7. Recommended Operating Model

- 7.1 To enhance the staffing establishment as outlined in table 8.1 at Section 8. Additional staffing cover would mitigate the current service risks outlined in section 4.1. Specifically, it would ensure the statutory requirements are met, and also offer contingency cover as a result of absence.
- 7.2 Realigning of the nursing component of the DTTO to the SLC Community Addiction Recovery Service (CAREs) and streamlining the GP cover to 1 session will ensure there is the capacity for contingency nursing and medical cover as required due to absence. It will also improve opportunities for access to psychological and psychiatric services. Locality based delivery of health interventions will reduce travelling time and costs for service users and create efficiencies.
- 7.3 To ensure there is a single point of contact, and strong working relationships are maintained with the court and service users, High Patrick Street will remain as the central base for DTTO Team Leader, Social Workers and Substance Misuse Workers. The central base ensures that strong communication and oversight of the quality of DTTO initial and review court reports is maintained. The team, whilst centrally based, will also continue to liaise closely with health colleagues.

8. Employee Implications

- 8.1 The increased service provision has led to a requirement for an establishment increase. The Employee implications are detailed below and would be on a permanent basis.

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	0.5	0.6	Grade 3 Level 8	79 – 80	£22.89 - £23.24	£41,772 - £42,411	£32,657 - £33,157
Social Worker	1.5	2	Grade 3 Level 2 - 4	63 - 74	£18.08 - £21.25	£32,994 - £38,779	£85,982 - £101,058
Substance Misuse Worker	1.5	2	Grade 2 Level 2-4	39 - 57	£12.68 - £16.52	£23,139 - £30,147	£60,300 - £78,563
Admin Assistant	0.5	0.5	Grade 2 Level 1	34 - 35	£11.78 - £11.98	£21,497 - £21,862	£28,011 - £28,487
Clerical Assistant	1.5	1.0	Grade 1 Level 1-4	20 - 31	£9.60 - £11.29	£17,519 - £20,630	£22,827 - £26,846
Total Costs	5.5	6.1					£215,774 - £253,868
Total Additional Costs							£30,600 - £37,009

9. Financial Implications

- 9.1 The costs of the additional staffing will be between £30,600 and £37,009 and will be funded by a reconfiguration of the existing service model as outlined at section 7.

10. Climate Change, Sustainability and Environmental Implications

- 10.1 There are no climate change, sustainability and environmental implications in terms of the information contained in this report.

11. Other Implications

- 11.1 There is a risk of not providing adequate contingency cover and sufficient management support to ensure robust public protection and treatment arrangements are in place if the posts are not approved.
- 11.2 There are no other issues associated with this report.

12. Equality Impact Assessment and Consultation Arrangements

- 12.1. 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.
- 12.2. Consultation has taken place with the Trade Unions in regard to the recommendations contained within this report.

Val de Souza
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

24 September 2020

Link(s) to Council Values/Objectives

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

Previous References

- ◆ none

List of Background Papers

- ◆ DTTO Review paper

Contact for Further Information

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

Diane Dobbie, Service Manager (Children and Justice)

Ext: 3952 (Phone: 01698 453952)

Email: diane.dobbie@southlanarkshire.gov.uk