

OFFICIAL



**Item No: 9**

**Meeting Date: Wednesday 23<sup>rd</sup> June 2021**

## **Glasgow City Integration Joint Board**

**Report By: Pat Togher, Assistant Chief Officer, Public Protection and Complex Needs**

**Contact: Jim McBride, Head of Adult Services, Homelessness and Criminal Justice**

**Phone: 0141 274 6000**

### **Justice Social Work Recovery Planning Proposals**

**Purpose of Report:**

To update the Integration Joint Board on the additional Scottish Government grant award received by justice social work to support COVID-19 recovery work.

To seek approval for the remaining spend as detailed in the report.

**Background/Engagement:**

On 29<sup>th</sup> March 2021, justice social work received notification from the Community Justice Division within the Scottish Government that Glasgow City was due to receive an additional grant payment of £2,299,347. This was in addition to the indicative funding as set out in the Community Justice Social Work Section 27 grant allocation for 2021-22.

The conditions attached to this additional grant payment of £2,299,347 includes a requirement to spend the grant within the financial year 2021-22 for the delivery and commissioning of Justice Social Work Services. The grant letter was clear that this budget could not be carried forwarded into 2022-23.

The grant payment includes £401,984 which can only be used in commissioning third sector organisations to help build justice social work capacity and to help address the impact of the COVID-19.

A report was presented and approved at the IJB on [5<sup>th</sup> May 2021](#), which detailed justice social work's proposal to

OFFICIAL

**OFFICIAL**

	date which totalled £1,405,447. This additional report sets out a proposal for the balance of £893,900.
--	---

<b>Recommendations:</b>	The Integration Joint Board is asked to:  a) note the proposal outlined in this report; and b) approve the proposed spend in principle and acknowledge risk associated with short term funding.
-------------------------	--

**Relevance to Integration Joint Board Strategic Plan:**

The justice social work proposal is in line and will contribute to the delivery of all strategic priorities as set out in the IJB Strategic Plan 2019-2022. In particular, the priorities of *early intervention, prevention and harm reduction, enabling independent living for longer and public protection*.

**Implications for Health and Social Care Partnership:**

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	This proposal supports the delivery of all 9 National Outcomes, with an emphasis on: 1. People are able to look after and improve their own health and wellbeing and live in good health for longer. 2. People who use health and social care services have positive experiences of those services, and have their dignity respected. 3. Health and social care services centered on helping to maintain or improve the quality of life of people who use those services. 4. People using health and social care services are safe from harm. 5. Resources are used effectively and efficiently in the provision of health and social care services.
--	---

<b>Personnel:</b>	Should the Board approve the proposal a recruitment process will commence to support the delivery of the planned activity.
-------------------	--

<b>Carers:</b>	None
----------------	------

<b>Provider Organisations:</b>	The proposal aims to support commissioned justice services as part of their recovery programme and to enhance service provision in light of ongoing challenges associated with COVID-19 restrictions. In particular, to support victim organisation supporting women and children experiencing domestic abuse.
--------------------------------	--

<b>Equalities:</b>	Justice social work is responsible for keeping our communities safe and administering justice. Justice services play a key role in promoting equality by, for example, tackling the causes of crime, which are often
--------------------	--

**OFFICIAL**

	rooted in inequality, through an increased emphasis on prevention and rehabilitation. It is also crucial for targeting specific types of crime, such as violence against women and girls, and all forms of hate crime.
<b>Fairer Scotland Compliance:</b>	The proposal takes account of the additional impact of poverty over the course of the pandemic.
<b>Financial:</b>	The grant letter makes clear that this investment is a key part of the Justice Recover, Renew, Transform programme, overseen by a Criminal Justice Board which was established under the Protecting Scotland, Renewing Scotland: The Government Programme for Scotland 2020-2021. The proposed investment in this report will be funded from the non-recurring £2,299,347 awarded for 2021-22.
<b>Legal:</b>	HSCP Commissioning services will consult with GCC legal regarding COVID regulation 72 as part of efforts to support commissioned services to respond to COVID.
<b>Economic Impact:</b>	A number of the proposals fit with an early intervention approach to service delivery and seek to divert service users from statutory justice orders and custodial sentences. Any savings achieved by this approach in Glasgow will be spread across the justice system, and should not necessarily be seen as directly, nor locally cashable.
<b>Sustainability:</b>	In order to monitor recovery, each local authority will be required to report on how funding is being used to tackle the backlog and support recovery efforts. This will help inform on progress and brief Ministers on actions being taken by the local authority. It will also support a case for new investment, should additional funding become available in future years.
<b>Sustainable Procurement and Article 19:</b>	None
<b>Risk Implications:</b>	The non-recurring nature of this funding represents a risk in building momentum and securing a programme of work which can address the issues over the medium term and drive recovery. The matter is further compounded by reliance on short term recruitment in keeping with the duration of the funding.
<b>Implications for Glasgow City Council:</b>	None

**OFFICIAL**

**OFFICIAL**

<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	None
--	------

<b>Direction Required to Council, Health Board or Both</b>	
<b>Direction to:</b>	
1. No Direction Required	<input type="checkbox"/>
2. Glasgow City Council	<input type="checkbox"/>
3. NHS Greater Glasgow & Clyde	<input type="checkbox"/>
4. Glasgow City Council and NHS Greater Glasgow & Clyde	<input checked="" type="checkbox"/>

**1. Purpose**

- 1.1 An earlier report was approved at the IJB on [5<sup>th</sup> May 2021](#) which detailed justice social work's proposal which totalled £1,405,447 from the original allocation of £2,299,347 additional funding from Scottish Government for the purposes of supporting justice recovery linked to COVID-19. This additional report sets out a proposal for the balance of £893,900.

**2. Background**

- 2.1 The purpose of the additional £2,299,347 funding is to support justice social work services meet the expected increase in demand from court activity over the coming few years, as outlined in the May report.
- 2.2 In order to monitor recovery, each local authority will require to report on how funding is being used to help tackle the backlog in October 2021 and at the end of the financial year, in April 2022.

**3. Justice Social Work Recovery Proposal**

- 3.1 Work has been ongoing since May 2021 to consider proposals for the remaining balance of £893,900 in line with the conditions set out in the grant letter and in line with national policy driver Recover, Renew and Transform <https://www.gov.scot/publications/justice-vision-priorities-closing-down-report/pages/6/>. This scoping work has been carried out in collaboration with Community Justice Glasgow, HSCP commissioned services and third sector providers.
- 3.2 Given the grant is only available for the current financial year, with no opportunity to carry forward, all proposed posts will be advertised temporarily for 9 months in the first instance with the opportunity to expand this in the event that Scottish Government extend funding beyond 2021-22.

**OFFICIAL**

PROPOSED SPEND	PROCUREMENT / TENDERING / TEMPORARY RECRUITMENT	VALUE OF PROPOSAL
<b>Justice Social Work Allocation – remaining budget of £689,390</b>		
Continued investment of 10 social workers	Staff in post	431,668.67
3 additional agency staff	Temporary recruitment	135,825
2 social care worker staff based in Tomorrows Women Glasgow	Temporary recruitment	70,290
Staff training	Procurement	30,000
Contingency overtime budget	Finance	21,606.33
	<b>TOTAL</b>	<b>£689,390</b>
<b>Third Sector Allocation – £204,510</b>		
Enhance peer mentoring service	Commissioned Service	60,000
Support MARAC victim support agencies	Procurement	109,510
Digital Programmes	Procurement	35,000
	<b>TOTAL</b>	<b>£204,510</b>
	<b>FULL TOTAL</b>	<b>£893,900</b>

3.3 Below is a more detailed description of the above proposals and offers the IJB further rationale for these proposals.

**4. Continued Investment in Social Workers**

4.1 In year 2020-21, justice social work received £635,910 from the Scottish Government to support COVID recovery planning. This money was used to fill vacancies across justice services to bring teams up to full establishment, ensuring justice services had staffing capacity to respond to the ongoing pandemic and plan for recovery. This proposal is to sustain staffing levels put in place in 2020, to allow recovery planning to continue throughout 2021-22 and ensure vacancies remain filled.

**5. Recruitment of Agency Staff**

5.1 This proposal is to employ a further three agency staff to cover staff absences. Justice services have a number of staff absent from work due to long term sickness and maternity leave. We would not routinely cover sickness or maternity leave, but given there is affordability in the budget, and justice services will be under considerable pressure come Autumn 2021 when court business increases, recruiting agency staff will allow us the flexibility to cover vacancies across the city and ensure staff workloads are managed. Staff have been under a great deal of pressure over the past year as part of justice services response to the pandemic and we want to continue to support their

## OFFICIAL

efforts by adequately resourcing services. This arrangement can be terminated once staff return to work.

### **6. Supporting Birth Mothers who have lost care of their Children**

- 6.1 The matter of support given to mothers following the removal of a child either temporarily or on a permanent basis has featured in numerous case reviews which have followed parents completing suicide often coinciding with permanence planning decisions. The impact of losing care of a child on a mother is profound and remains an area of work that requires consideration across all services working with adults who experience a range of complex needs.
- 6.2 HSCP partners have been collaborating to design a service to meet the needs of women who find themselves in this position. These discussions have led us to consider how we can enhance the existing expertise within Tomorrow's Women Glasgow (TWG) who are familiar with this client group and since 2013 have supported between 500-700 women with varied complex needs with a specific relationship to justice services.
- 6.3 This proposal brings forward this work by enhancing the TWG service with two social care workers with a remit to support women who have experienced the removal of children. There is a wider aspiration to create a dedicated team to work with women across Glasgow and the recruitment of two social care workers would allow us to start to respond to this area of need ahead of the creation of this team.

### **7. Staff Training**

- 7.1 The availability of staff training has been severely impacted by COVID-19 and we are keen to restart training for all justice staff. We are planning a number of training events online relating to risk assessment practice and will schedule a MAPPA development day for early 2022. By allocating a budget of £30K we will be able to train staff on accredited programmes relating to Hate Crime and Gambling Harms and secure a number of expert inputs from universities and the Risk Management Authority.

### **8. Contingency Overtime Budget**

- 8.1 Given the scale of the backlog in court cases and unpaid work hours, this proposal sets aside the remaining balance of £21,606.33 to respond to points of pressure in Justice Social Work services by using overtime to support recovery efforts and respond to the anticipated increase in workload. Scottish Courts and Tribunal Services estimate the court backlog will be cleared by 2024, however the consequences of this backlog for community services will not begin to reduce until 2027. It is anticipated that court services will resume to pre-COVID levels by September 2021, at which point additional courts will be introduced and the number of court reports and community orders will increase by 20% to 30% above pre-COVID rates.

OFFICIAL

## OFFICIAL

### 9. Enhanced Lived Experience Service

- 9.1 Justice Social Work (Safeguarding Communities Reducing Offending) lived experienced mentoring service works with men and women in the justice system to support them to comply with community justice orders and accompany them to appointments to ensure they receive much needed support for a range of complex needs. COVID-19 has disadvantaged justice service users in many ways and we have seen an increase in a range of issues from deteriorating mental health, to entrenched isolation and alcohol and drug relapse.
- 9.2 We believe service users will require additional support over the coming months as restrictions ease and society opens up and we are proposing to enhance this mentoring service until March 2022, to assist with our response to these challenges.

### 10. MARAC Victim Support Agencies

- 10.1 There are three victim support agencies working with MARAC (Multi-Agency Risk Assessment Conference) partners to support women and children who are victims of domestic abuse. COVID-19 has presented all agencies involved in Glasgow MARAC challenges in engaging and supporting women during this time. Justice Social Work alongside Police Scotland colleagues, recognises the vital role played by 3<sup>rd</sup> sector victim agencies in safety planning for women and children and have seen the benefits of the range of supports they provide including the use of technology to managing and mitigating risks.
- 10.2 This proposal will assist the three victim agencies working as part of Glasgow MARAC to purchase CCTV doorbells and other technology such a phones and tablets to reduce victim isolation and assist agencies in their efforts to keep women and children safe. It will also offer Glasgow's Violence Against Women Partnership (GVAWP) an opportunity to explore innovative ideas to enhance and develop existing victim support services. GVAWP are due to meet on the 8 June to consider ways in which they could utilise this additional funding.

### 11. Digital Programme

- 11.1 In response to COVID-19, two 3<sup>rd</sup> sector services have offered on a range of creative programmes to justice social work service users. This commenced in Autumn 2020 and both providers have offered service users a range of online creative arts courses. Involvement with these services has allowed service users to complete 'other activity' unpaid work hours as part of their Community Payback Orders. The programmes have also assisted in reducing isolation for some during periods of lockdown.
- 11.2 We would be keen for this provision to continue until March 2022, to support service users struggling with reintegration back into the community and to mitigate the pressures on unpaid work created by ongoing social distancing and enhanced hygiene measures and the high number of outstanding unpaid work hours in Glasgow.

OFFICIAL

**12. Recommendations**

12.1 The Integration Joint Board is asked to:

- a) note the proposal outlined in this report; and
- b) approve the proposed spend in principle and acknowledge risk associated with short term funding.



OFFICIAL



**Direction from the Glasgow City Integration Joint Board**

<b>1</b>	<b>Reference number</b>	230621-9
<b>2</b>	<b>Report Title</b>	Justice Social Work Recovery Planning Proposals
<b>3</b>	<b>Date direction issued by Integration Joint Board</b>	23 June 2021
<b>4</b>	<b>Date from which direction takes effect</b>	23 June 2021
<b>5</b>	<b>Direction to:</b>	Glasgow City Council and NHS Greater Glasgow and Clyde
<b>6</b>	<b>Does this direction supersede, revise or revoke a previous direction – if yes, include the reference number(s)</b>	No
<b>7</b>	<b>Functions covered by direction</b>	Justice social work services
<b>8</b>	<b>Full text of direction</b>	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the proposals outlined in this report in relation to the Scottish Government grant award received by justice social work to support COVID-19 recovery work.
<b>9</b>	<b>Budget allocated by Integration Joint Board to carry out direction</b>	The budget allocated to implement the proposals outlined in this report is £792,783.67.
<b>10</b>	<b>Performance monitoring arrangements</b>	In line with the agreed Performance Management Framework of the Glasgow City Integration Joint Board and the Glasgow City Health and Social Care Partnership.
<b>11</b>	<b>Date direction will be reviewed</b>	23 June 2022

OFFICIAL