
To: **Social Work, Health and Well-being Policy Board**

On: **13 January 2015**

Report by: **Director of Social Work**

Heading: **Redesign of Drug Treatment and Testing Orders and the Enhanced Throughcare service within Criminal Justice Social Work.**

1. Summary

- 1.1. Annual reports to board on the Criminal justice S27 Grant position reflect that a number of shared criminal justice services exist across Renfrewshire, East Renfrewshire and Inverclyde.
- 1.2. The report to board in May 2014 informed that Renfrewshire, East Renfrewshire and Inverclyde have been affected by budget reductions in the grant over recent years and that work was underway to explore options in relation to shared services to ensure service delivery within available budgets in 2014/15. It was agreed that a report would be brought to a future board to inform on the outcome of this option appraisal.
- 1.3. Drug Treatment and Testing Orders (DTTO), currently provided by East Renfrewshire Council, and the enhanced Criminal Justice Throughcare service, provided by Inverclyde Council, have both suffered significant financial reductions over the last few years. This has resulted in the need for ongoing redesign and financial contribution provided by each authority to maintain the services. The grant awarded to DTTO is expected to further decrease in 2015/16 due to decreasing workload. Furthermore increasing expectations within core workload in particular Community Payback Orders, means that there are other pressures on the available resources.
- 1.4. A range of options were considered, however based on funding and priorities this report recommends the redesign of both services, with service provision for these two areas of service becoming the responsibility of individual local authorities. Thus Renfrewshire would commence provision of Enhanced Throughcare and DTTO for Renfrewshire service users, with a planned date of 1 April 2015.

- 1.5. This report recommends the ending of these shared service arrangements. Renfrewshire recognises the advantages of shared service arrangements and within criminal justice is involved in a range of these with local authority and 3rd sector partners. However since these particular services were established significant changes have occurred to practice, funding, workloads, prisoner location and technology which means that alternative ways of providing these services are required to maintain best value and the best service to the service user.
 - 1.6. It is recognised that such redesign provides additional opportunities for the development of criminal justice services in Renfrewshire, adding resilience and reducing duplication in service provision. DTTO and Enhanced Throughcare will be embedded with the appropriate existing criminal justice social work services which will maximise the use of resources and most importantly improve the service user experience.
 - 1.7. From 1 April 2015 the budgets for these services will be awarded to Renfrewshire Council on the basis of workload. Work is currently being undertaken with legal and human resources colleagues across the three authority areas to ensure the appropriate redeployment of existing staff across the services.
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2. Recommendations

- 2.1. The Social Work, Health and Well-being Policy Board is asked to approve:
 - (a) The recommended option of service redesign of Enhanced Throughcare and DTTO, with Renfrewshire Council commencing responsibility for the delivery of these services in 2015/16, which includes the transfer of some posts under TUPE.
 - (b) The recruitment of any additional staff through scheme of delegation based on service need and available criminal justice social work funding in 2015/16.
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3. Background

- 3.1. Within Criminal Justice Social Work there are a number of shared services which exist across Renfrewshire, East Renfrewshire and Inverclyde including Drug Treatment and Testing Orders (DTTO) provided by East Renfrewshire and the Enhanced Throughcare service provided by Inverclyde. Grants are awarded to the authority providing the service.
- 3.2. The report to the board on 6 May entitled Criminal Justice Social Work Grant and Service Update informed that these three local authorities have been affected by budget reductions. The report sought authorisation for further exploration of service redesign options to ensure service delivery within available budget, which would then be brought back to board for approval. This report provides an update on the potential options and seeks authorisation for the recommended option.

- 3.3. Renfrewshire Council criminal justice service is involved in a range of shared services. Their advantages are clear, they enable the provision of services such as groupwork for sexual offenders which could not be provided in one local authority alone, they create an economy of scale in relation to staffing levels, costs of equipment and multiple visits to prisons some distance away as well as enabling the build up of specialist knowledge amongst staff. As such Renfrewshire continues to provide, be part of and develop shared service arrangements.
- 3.4. However since the establishment of DTTO and Enhanced Throughcare there have been significant changes to practice, funding, workloads, prisoner location, technology etc, as well as staff turnover. Regular service analysis has ensured that existing services are as financially efficient as possible and a more robust solution is now required to maintain best value, and ensure the quality of the service user journey is maximised. Any available funding saved could thus be committed to Renfrewshire's priority areas.
- 3.5. Following changes to national DTTO funding in 2011/12, DTTO has experienced reductions of £178,428, 27% of the DTTO budget for the 3 authorities. Ongoing redesign to date has meant that this shared service has been maintained, however Renfrewshire would have required to meet approximately 60% of the funding gap i.e. £73,998 to retain the service in 2013/14 in its present form. However caseloads in this service continue to decline and as such further grant reductions are expected in 2015/16.
- 3.6. The budget for the provision of the Enhanced Throughcare service by Inverclyde to Inverclyde, Renfrewshire and East Renfrewshire has been reduced by more than £268,000 since it was developed in 2008/9. Consequently Renfrewshire, which makes the greatest demands on the Throughcare services, has provided additional funding over the last few years to support the ongoing delivery of the services, and requires to provide additional funding of £73,998 in 2014/15 to maintain the service.
- 3.7. It is noted that contributions are required at the same time as significant increases to core business while the core funding available to Criminal Justice Social Work in Renfrewshire reduced by £7,278 from 2012/13.
- 3.8. Ongoing service analysis has resulted in all possible measures being undertaken to date to ensure greatest efficiency, including staffing reductions, and reductions of service provision, however no further reductions of the existing services are possible in their current form. It is also noted that in some cases there are additional costs to service provision as a result of the shared service i.e. crossover work between prison and community throughcare.
- 3.9. Criminal justice managers have undertaken an option appraisal, considering the benefits and risks of available options:
- Continue DTTO and Throughcare without change requiring additional financial contributions.
 - Redesign both services, with each local authority taking responsibility for its own provision.
 - Shared DTTO arrangements for Renfrewshire and East Renfrewshire.

- 3.10. Managers identified redesign as the preferred model in response to ongoing reductions in criminal justice funding. It was recognised that it also offered opportunities for wider service development locally to meet the needs of offenders and communities within Renfrewshire in line with the national redesign of community justice within Community Planning Partnerships.
- 3.11. Within Renfrewshire it is recommended that DTTO be combined with the Paisley Sheriff Court Social Work Unit, with staff co-located within criminal justice and addiction services in Renfrewshire. The combination of what would otherwise be two small teams will provide additional resilience to both services, and co-location will ensure that where a DTTO order ends, there will be smoother transition for service users to local addiction services.
- 3.12. It is recommended that the Throughcare service will be combined with the criminal justice fieldwork team, again ensuring better resilience as well as greater continuity of service provision through custody to community.
- 3.13. It is expected that Renfrewshire would commence responsibility for both services as of 1 April 2015. Funding for both services would be provided directly to Renfrewshire through S27 criminal justice funding as of 1 April based on workload.
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Implications of this report

1. Financial Implications

The proposed services are based on the anticipated grants which will be awarded to Renfrewshire in 2015/16.

2. HR and Organisational Development Implications

Human Resources are involved in discussions in relation to workforce issues.

3. Community Plan/Council Plan Implications

Safer and Stronger

- Criminal justice staff work with offenders to address offending behaviour, undertake reparative work to repay the community against which they have offended, and support rehabilitation, with the aim of reducing recidivism and thus promoting safer communities. The creation of the Womens' Community Justice Centre and developments in unpaid work are already actions within the Safer and Stronger action plan, and the roll of unpaid work service users in contributing to wider actions within the Safer and Stronger and Greener Community Plans is also under discussion.

4. Legal Implications

It is likely that the Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended will apply to the staff who are currently employed by Inverclyde and East Renfrewshire Councils to provide these

services to Renfrewshire Council. As these services transfer back to Renfrewshire Council, this may give rise to a Service Provision Change under the TUPE Regulations. It is necessary to consider how this will affect the transferring employees and it will be necessary that a period of consultation and information take place between the staff and their Union Representatives prior to the proposed transfer date.

5. Property/Assets Implications

None, staff will be accommodated within existing accommodation utilised by criminal justice social work services.

6. Information Technology Implications

Staff will require access to the appropriate range of IT equipment required for their role. Discussions will take place with IT regarding provision of equipment to Renfrewshire staff for 1.4.15.

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7. Equality and Human Rights Implications

- (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. Health and Safety Implications

None.

9. Procurement Implications

None.

10. Risk Implications

The financial risks associated with maintaining the current provision are substantial, redesign will reduce the costs of this service provision to ensure appropriate use of criminal justice funding.

11. Privacy Impact

None.

List of Background Papers - None

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