



RISK, AUDIT AND PERFORMANCE COMMITTEE

Date of Meeting	27 th April 2021
Report Title	Inspection of Justice Social Work Service
Report Number	HSCP.21.035
Lead Officer	Claire Wilson
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Consultation Checklist Completed	Yes
Appendices	a. 'Inspection of justice services in Aberdeen' Care Inspectorate, February 2020

1. Purpose of the Report

- 1.1. The purpose of this report is to highlight the recent publication by the Care Inspectorate of its inspection report in relation to the partnership's justice social work service. This report was also tabled at Integration Joint Board on 23 March 2021, and at Clinical Care & Governance Committee (CCGC) on 6 April 2021.

2. Recommendations

- 2.1. It is recommended that the Risk, Audit and Performance Committee:

- a) Note the contents of this published inspection report.

3. Summary of Key Information

- 3.1. Aberdeen City Council (ACC) was advised in November 2019 that an inspection of its justice social work (JSW) service with a particular focus on Community Payback Orders (CPOs) was to be undertaken by the Care Inspectorate.



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- 3.2 The inspection was to be conducted in line with the [Inspection of Justice Social Work services in Scotland](#) guidance and evaluate the service against quality indicators drawn from the [Guide to Self-Evaluation for Community Justice in Scotland](#).
- 3.3 Notification of the commencement of the inspection triggered a 28-week inspection timeline which outlined the respective responsibilities of the Care Inspectorate and the justice service including:
- Submission of self-evaluation with supporting evidence
 - Case file reading of approximately 100 files
 - Meet with individuals who are (or have been) the subject of CPOs
 - Meet with staff and other stakeholders
- 3.4 Formal notification was received from the Care Inspectorate in mid-March 2020, just prior to the scheduled engagement with clients from the service, that the inspection was to be put on hold because of the impending Covid-19 lockdown restrictions.
- 3.5 As the first lockdown eased, a dialogue in respect of next steps was initiated in September 2020 between ACC, Aberdeen City Health and Social Care Partnership (ACHSCP) and the Care inspectorate and it was jointly agreed that the inspection should be resumed in October. Given the ongoing lockdown restrictions it was agreed that the inspection methodology should adapt to current circumstances and so 1:1 conversations or group meetings were to be facilitated by either telephone or MS Teams.
- 3.6 As part of their engagement with service users, the Care Inspectorate spoke with 46 individuals and were complimentary about the logistical arrangements that had been put in place to facilitate these telephone conversations, the back-up support that was available for those few occasions when scheduled phone-calls with individuals went unanswered and the value of the discussions themselves about people's experiences of the justice social work service.
- 3.7 Conversations with 14 justice service stakeholders were facilitated including Police Scotland; Aberdeen Foyer; MAPPA Co-ordinator; Moving Forward



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Making Changes (MFMC) Team Leader; Housing; Alcohol and Drug Partnership (ADP); a number of Unpaid Work (UPW) providers and a local Sheriff.

- 3.8 The Care Inspectorate spoke with 48 members of staff from the JSW workforce. These conversations were arranged on a peer group basis, for example, Support Workers, UPW staff, Social Workers and Senior Social Workers but also on a themed basis, for example, LSCMI/Best Practice Improvement groups, Women's service, Intervention Programmes i.e., Caledonian, Young People and general CPO.
- 3.9 In addition, a number of conversations were also held with senior leaders from across ACC and ACHSCP.
- 3.10 On Tuesday 23rd February 2021, the Care Inspectorate published its report of the inspection of the Justice Social Work service. The evaluation against selected quality indicators was as follows:
- | | | |
|-----|--|------------------|
| 1.1 | Improving the life chances and outcomes for people subject to a community payback order: | Good |
| 2.1 | Impact on people who have committed offences: | Excellent |
| 5.2 | Assessing and responding to risk and need: | Good |
| 5.3 | Planning and providing effective intervention: | Very Good |
| 9.4 | Leadership of improvement and change: | Very Good |
- 3.11 Key messages from the report included the following:
- The support provided by justice staff in Aberdeen is having a transformative impact on individuals subject to CPOs. Individuals experience compassionate, consistent, focused and flexible support that frequently exceeds their expectations and is enabling positive change.
 - The service is delivering highly person-centred interventions. Staff work proactively to identify and remove barriers to engagement and provide a wide range of practical assistance.



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- The clear focus on supporting individuals to address offending behaviour is an important strength. The service is investing in a full range of structured interventions and delivery is tailored to individual needs and risks.
- Leaders demonstrate a strong vision for transformational change that is supported by well-developed plans and ambitious targets. Core principles of early intervention and prevention permeate planning and delivery at all levels of the service.
- A strong commitment to continuous improvement is underpinned by an embedded improvement methodology. This is contributing to improved performance in the delivery of CPOs.
- Performance trends across almost all CPO measures are improving and individuals are being supported to achieve positive outcomes. Embedding the performance management framework offers potential to better demonstrate the difference the service is making to the lives of those on CPOs.
- There is a need to strengthen compliance in meeting expected timescales for assessments and plans. Work is also required to increase staff confidence in the use of accredited assessment tools, including assessment and analysis of risk of serious harm.

3.12 The Care Inspectorate have identified the following areas of improvement for the service to progress and complete:

- To enable robust oversight and increased ability to demonstrate outcomes and impact, senior officers should ensure that the justice service delivery plan and performance management framework are agreed and implemented and associated reporting cycles established.
- To ensure the effective delivery of key processes, senior managers should further strengthen quality assurance mechanisms to support the consistent, confident and timely application of risk assessment and case planning processes, particularly those relating to risk of serious harm.



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- 3.13 The Care Inspectorate has praised the service's capacity for improvement with its confidence in that assertion being grounded in 'the ambitious leadership and strong management capability' evident.
- 3.14 This very positive inspection report follows on from equally positive feedback that had been previously received from the Care Inspectorate in relation to the submitted self-evaluation and the case file reading. Key points from that earlier feedback included:
- Well written, well structured, good flow and content and good picture of what CJSW does.
 - Honest and thorough
 - Clear thread about improvement methodology
 - Evidential and taking ownership of improvement
 - Rational approach to practice and good understanding of services.
 - Range of evidence across Quality Indicators.
 - Some evidence lacks contextual details; some minutes of meetings not supplied
- 3.15 The evaluation of 111 case-files was jointly undertaken by Care Inspectorate inspectors and four Senior Social Workers from the JSW service in early March. Initial feedback was that there were no unsatisfactory case files and that most of our case files are good, or very good and some are excellent. It was also reported that the service knows the client group with whom it works and that there is a good, professional relationship between individuals and practitioners.
- 3.16 Following publication of the inspection report, the service submitted its action plan on Tuesday 6th April showing how it will address the highlighted areas for improvement.
- 3.17 The service has already made significant progress in respect of its delivery plan, performance management framework, governance reporting and quality assurance framework and will provide the Care Inspectorate with assurance in respect of these.
- 3.18 The Care Inspectorate has subsequently provided the service with another report in relation to the case file reading that was undertaken as part of the inspection methodology.



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4. Implications for IJB

- 4.1. **Equalities** - There are no Equalities implications arising from this report.
- 4.2. **Fairer Scotland Duty** - There are no direct implications arising from this report and the IJB's Fairer Scotland Duty however many of the individuals that the service works with have complex needs and live disadvantaged lives.
- 4.3. **Financial** - There are no financial implications arising from this report.
- 4.4. **Workforce** - There are no direct workforce implications arising from this report although section 9.4 of the inspection report does note that some staff questioned whether the work of the service was seen and valued within the wider partnership.
- 4.5. **Legal** - There are no direct legal implications arising from the recommendations of this report.
- 4.6. **Other** - There are no other implications arising from this report.

5. Links to ACHSCP Strategic Plan

- 5.1. The aims expressed within the partnership's Strategic Plan, "Prevention, Resilience, Personalisation, Connections and Communities" have a strong relevance to the function and operation of the justice social work service.
- 5.2. The published inspection report shows the extent to which this service is working with individuals who have complex needs and multiple disadvantages and supporting them to fulfil individual and statutory outcomes.

6. Management of Risk

6.1. Identified risks(s)

There are no obvious risks arising from this report and the Care Inspectorate's publication of its Aberdeen City justice social work inspection report.



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6.2. Link to risks on strategic or operational risk register:

The publication of regulatory inspection reports can have a reputational management impact. The relevant entry (6) in the strategic risk register is “There is a risk of reputational damage to the IJB and its partner organisations resulting from complexity of function, delegation and delivery of services across health and social care”.

Given the very positive inspection report there is no risk of reputational damage.

6.3. How might the content of this report impact or mitigate these risks:

Given that there are no identified strategic or operational risks, it is envisaged that publication of the Care inspectorate’s report and the accompanying discussion of this across sectors and services will help raise the profile of the justice social work service, highlight the complex needs of the individuals with whom the service works and the good outcomes that are being achieved. All of this will make a positive contribution to the partnership’s reputational management activities.

Approvals	
	Sandra Macleod (Chief Officer)
	Alex Stephen (Chief Finance Officer)