



RISK, AUDIT AND PERFORMANCE COMMITTEE

Date of Meeting	22 June 2021
Report Title	Justice Social Work Performance Management Framework
Report Number	HSCP.21.053
Lead Officer	Claire Wilson, Lead for Social Work
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Consultation Checklist Completed	Yes
Appendices	a. Justice Social Work Performance Management Framework

1. Purpose of the Report

- 1.1. The purpose of this report is to seek the Risk, Audit and Performance Committee's approval of the newly-developed Justice Social Work Performance Management Framework.

2. Recommendations

- 2.1. It is recommended that the Risk, Audit and Performance Committee (RAPC):
- a) Approve the Justice Social Work Performance Management Framework and agree to its implementation by the justice service.
 - b) Instruct the Chief Officer (ACHSCP) to use this framework as the basis for a report outlining the performance of the justice service and present this report to RAPC no later than the end of Q1 2022-2023 and then similarly on an annual basis thereafter.

3. Summary of Key Information

- 3.1. The Justice service Programme Management Board (PMB) first initiated the development of a service-specific performance management framework as



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a means of highlighting the effectiveness of the diverse, complex and busy service.

- 3.2. A draft performance framework was submitted to the Care Inspectorate in 2020 as part of the evidence portfolio supporting the service self-evaluation. As previously reported to the Committee, the inspection outcome was very positive with only two recommendations to be taken forward by the service, one of which said:

“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”.

- 3.3. The inspection action plan which the partnership was required to submit to the Care Inspectorate no later than six weeks after the publication of the official inspection report said that a completed performance management framework would be submitted to the 22 June 2021 RAPC. To add further assurance, the action plan also stated that ‘Framework KPIs’ would be on the standing agenda for every PMB meeting and that an annual report in respect of justice social work performance and effectiveness would be submitted to RAPC.
- 3.4. Our inspection action plan was submitted to the Care Inspectorate in April 2021 along with our completed delivery plan, performance framework, QA plan, PMB action plan and JSW reporting cycles. The JSW delivery plan is on the agenda for the Integration Joint Board (IJB) on 6 July 2021.
- 3.5. The performance management framework has been shared with the partnership’s Lead for Strategy and Performance and the Strategic Development Officer with a responsibility for performance reporting to ensure that there is a strong alignment with our other reporting mechanisms.

4. Implications for IJB

- 4.1. **Equalities** - There are no direct Equalities implications arising from this report.
- 4.2. **Fairer Scotland Duty** - There are no implications arising from the IJB’s Fairer Scotland Duty in respect of this report.



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- 4.3. Financial** - There are no financial implications arising from the recommendations of this report.
- 4.4. Workforce** - There are no workforce recommendations arising from this report.
- 4.5. Legal** - There are no direct legal implications arising from the recommendations of this report.
- 4.6. Other** - It is a regulatory requirement for the justice service to have an 'agreed and implemented' performance framework. Failure to do so would have a detrimental reputational impact.

5. Links to ACHSCP Strategic Plan

- 5.1.** Aligns with all the Aims set out in the HSCP Strategic Plan, under the headings of Prevention, Resilience, Personalisation, Connections and Communities.

6. Management of Risk

6.1. Identified risks(s)

It is possible, though not very likely, that not having a service-specific performance framework could mean that regulatory or local determined performance standards/outcomes are not met. It is the case, as evidenced by the recent inspection report, that effective managerial oversight has mitigated the possibility of this and its likely negative impact. The implementation of a coherent performance framework that reflects the diversity and complexity of the service will be of additional significant value to that oversight at both a Service Manager and Lead for Social Work level.

In addition, not implementing a justice service-specific performance framework as required by an inspection report recommendation would very likely have a detrimental impact on the partnership's reputation and that of the service also with the Care Inspectorate. This is not very likely given the management of the service and the preparations that were put in place to ensure positive inspection outcomes.

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

5. There is a risk that the IJB, and the services that it directs and has operational oversight of, fail to meet both performance standards/outcomes





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as set by regulatory bodies and those locally-determined performance standards as set by the board itself. This may result in harm or risk of harm to people.

6. 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.

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

The oversight of the justice service that is undertaken by its PMB, chaired by the Lead for Social Work will ensure that this performance framework is implemented and that there is regular KPI reporting to the PMB as well as a submission to the RAP Committee of an annual report.

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