



## INTEGRATION JOINT BOARD

<b>Date of Meeting</b>	6 July 2021
<b>Report Title</b>	Justice Social Work Delivery Plan 2021-2024
<b>Report Number</b>	HSCP.21.077
<b>Lead Officer</b>	Sandra Macleod, Chief Officer
<b>Report Author Details</b>	Claire Wilson, Lead for Social Work CIWilson@aberdeencity.gov.uk Kevin Toshney Planning and Development Manager KToshney@aberdeencity.gov.uk Lesley Simpson Service Manager <a href="mailto:LSimpson@aberdeencity.gov.uk">LSimpson@aberdeencity.gov.uk</a>
<b>Consultation Checklist Completed</b>	Yes
<b>Directions Required</b>	No
<b>Appendices</b>	Appendix A - Justice Social Work Delivery Plan 2021-2024

### 1. Purpose of the Report

- 1.1. The purpose of the report is to present the Justice Social Work Delivery Plan to the Integration Joint Board (IJB) for its consideration and approval.

### 2. Recommendations

- 2.1. It is recommended that the Integration Joint Board:

- a) Approves the Justice Social Work Delivery Plan.
- b) Instructs the Chief Officer to present an annual update to the Risk, Audit and Performance Committee on the progress being made with the implementation of this delivery plan.



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### Summary of Key Information

- 2.2.** The justice Social Work Service is a large, diverse and busy service working with individuals who have offended, many of whom have significant needs and disadvantages with some presenting a risk of serious harm to themselves and others.
- 2.3.** The service was inspected in 2020 by the Care Inspectorate and a draft delivery plan was submitted as part of its supporting evidence. The outcome of the inspection was very positive as shown by the evaluations against key themes:
- |     |  |                  |
|-----|--|------------------|
| 1.1 | Improving the life chances and outcomes for people subject to a community payback order: | <b>Good</b>      |
| 2.1 | Impact on people who have committed offences:  | <b>Excellent</b> |
| 5.2 | Assessing and responding to risk and need:   | <b>Good</b>      |
| 5.3 | Planning and providing effective intervention:   | <b>Very Good</b> |
| 9.4 | Leadership of improvement and change:  | <b>Very Good</b> |
- 3.3** Given these evaluations, the Care Inspectorate 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.
- 3.4** The Care Inspectorate's report into its inspection of the Justice service was presented to the IJB on 23<sup>rd</sup> March 2021. It was agreed that the Justice



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Social Work Delivery Plan should be presented to a future IJB meeting for approval following consultation in respect of the draft plan.

- 3.5** Delivery plans were introduced by the health and social care partnership as a means of showing how a delegated function or service was working towards the expressed aims of the Strategic Plan and the Local Outcome Improvement Plan and what its own service-specific planned developments and initiatives over a particular time period were.
- 3.6** The Justice Service works within appropriate legislative and strategic parameters and also with respect to professional justice social work national outcomes and standards (NOS). Although there has not, in recent years, been a service-specific strategic plan of any description, this has not meant that there has not been positive developments with the introduction of the pre-disposal team as a means of initiating quicker engagement with individuals post-sentence; the introduction of Diversion as a means of diverting individuals away from statutory orders; and the establishment of the Women's Centre as a safe, supportive environment for female offenders, all showing the service's ongoing commitment to broadening its service provision and improving the experiences and outcomes of all the individuals who use its services.
- 3.7** To facilitate the development of this delivery plan, workshops were held prior to the inspection and before the onset of the Covid pandemic to enable staff to comment on the values, objectives and priorities that the service should be seen to be working towards and fulfilling in its day-to-day practice.
- 3.8** From these conversations, the preferred wording of the service vision is that "every person that we work with achieves the best possible individual and statutory outcomes". Similarly, the consensus of opinion suggested that the day-to-day professional practice should be based on the following value-base: person-centred; respectful; balances risk and need; promotes aspiration; demonstrates equality; shows empathy/compassion; demonstrates 'stickability'; is professional, is fair, consistent and non-judgemental; and has integrity.



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- 3.9** The proposed objectives are framed by a wider community justice perspective, the need for the service to be effective and the desired individual outcomes in terms of offending behaviour and also social inclusion.
- To contribute to the creation of safer and fairer communities
  - To fairly, effectively and proportionately implement court orders and release licences
  - To reduce offending by promoting desistance
  - To promote the social inclusion of people with convictions
- 3.10** The proposed activities and actions in the delivery plan were initially captured from the self-evaluation that the service submitted to the Care Inspectorate highlighting its strengths and development areas and also from the narrative of the subsequent published inspection report. Further additions were made following workshop sessions with staff which were attended by approximately 70% of the justice workforce.
- 3.11** A draft delivery plan was circulated to key stakeholders for them to comment. There was a positive response to the plan's strategic coherence and the scope of the proposed activities and initiatives. There was also strong recognition, as indicated in the plan itself, that there would need to be a post-pandemic evaluation of the service to determine how it should best structure itself and deliver appropriate services to meet a likely increase in statutory demand with increased complexity of need and risk.
- 3.12** The Justice Service Programme Management Board (PMB) chaired by the Lead for Social Work will oversee the implementation of this delivery plan. Annual updates in respect of the implementation progress are recommended to be presented to the Risk, Audit and Performance Committee for their consideration and endorsement.

## 4 Implications for IJB

- 4.1 Equalities, Fairer Scotland and Health Inequality** - The service is very mindful of the particular needs of female offenders and has sought to ensure that the service environment and working practices are appropriate for meeting those needs. This delivery plan recognises that there is already



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a Women's Centre improvement plan in place and will continue to support the implementation of this. There are no direct implications from this delivery plan in respect of the IJB's Fairer Scotland duty

- 4.2 Financial** – The Justice Service is funded directly by the Scottish Government with there being some local discretion as to how these monies are spent. These funds will be used to cover any costs of the Delivery Plan.
- 4.3 Workforce** - Implementing this delivery plan will possibly lead to the introduction of new service activities and some changes in the service's working practices. Staff will be advised of the implementation progress of this plan through the existing line management structures and communication channels. Staff will also have appropriate opportunities to shape these developments prior to their implementation.
- 4.4 Legal** – There are no direct legal implications arising from the implementation of this delivery plan. All proposed activities and initiatives are framed within the existing legislative parameters that the service operates within.
- 4.5 Covid-19** - The delivery plan acknowledges that given the impact of the Covid-19 pandemic on the delivery of service and its working practices, the service recovery plan will need to give due consideration to what changes, are required for the service to operate effectively in a post-pandemic environment.
- 4.6 Unpaid Carers** - There are no implications for unpaid carers arising from this report.
- 4.7 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.



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- 5.2** This delivery plan is a means of fulfilling these aims through the implementation of justice-specific developments and initiatives.

### **6 Management of Risk**

#### **6.1 Identified risks(s)**

There is the possibility that for various reasons including operational demands, this delivery plan is not fully implemented over the course of its three year lifespan. This has the potential to have a negative reputational impact on the service and its management team. Providing additional management capacity within the service and having effective oversight of implementation progress through the Programme Management Board and the Risk, Audit and Performance Committee will mitigate the likelihood and impact of this risk occurring.

#### **6.2 Link to risks on strategic or operational risk register:**

Implementing this delivery plan will mitigate risk entry number five in the partnership's strategic risk register – 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 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.

The recently published Care Inspectorate report of the inspection outcomes has validated the belief that the service has in the value of developing supportive relationships with the individuals that they work with and its effectiveness in supporting people to fulfil individual and statutory outcomes.





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

Oversight of the implementation progress of the delivery plan will be undertaken on a quarterly basis by the programme management board chaired by the Lead for Social Work and also the Risk, Audit and Performance Committee which will have an annual update report submitted to it.

Given these arrangements, it is envisaged that the risk of little or no progress made in the implementation of the delivery plan is Low.

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