



RISK, AUDIT AND PERFORMANCE COMMITTEE

Date of Meeting	6 June 2022
Report Title	Justice Social Work Annual Performance Report and Delivery Plan Update
Report Number	HSCP22.042
Lead Officer	Claire Wilson, Lead Officer (Social Work)
Report Author Details	Lesley Simpson Service Manager LSimpson@aberdeencity.gov.uk Liz Cameron Service Manager EICameron@aberdeencity.gov.uk
Consultation Checklist Completed	Yes
Appendices	Appendix A - Annual Performance Report 2021-22 Appendix B - Delivery Plan Update

1. Purpose of the Report

- 1.1. The purpose of this report is to present the Risk, Audit and Performance Committee (RAPC) with the Justice Social Work Annual Performance Report 2021-22 and also an update in respect of the Delivery Plan 2021-2024.

2. Recommendations

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

- a) Note the Annual Performance Report 2021-22.
- b) Note the update provided in respect of the Delivery Plan 2021-2022.



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3. Summary of Key Information

- 3.1.** A draft performance framework and a draft Delivery Plan were submitted to the Care Inspectorate in 2020 as part of the evidence portfolio supporting the self-evaluation of the justice service.

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”.

- 3.2.** The revised Performance Management Framework was presented to the Committee on 22 June 2021. The Framework was approved, and the Chief Officer was instructed to use this as the basis for a report outlining the performance of the justice service and for this to be presented to the Committee no later than the end of Q1 2022-2023 and then similarly on an annual basis thereafter.
- 3.3.** The revised Delivery Plan was presented to the IJB on 6 July 2021. The IJB approved the Delivery Plan, and the Chief Officer was instructed to present an annual update to the Risk, Audit and Performance Committee on the progress being made with the implementation of this delivery plan.
- 3.5** The performance report reflects the effectiveness of the justice service in 2021-22, however operational activity in the service and across the wider justice sector was significantly affected by lockdown measures and other public health interventions that were in place during this year.
- 3.6** The pandemic affected the volumes of justice social work reports that were required to be submitted and also the Community Payback Orders (CPOs) that were issued. This did not necessarily mean that staff workloads were reduced as the normal service delivery models had to be reshaped to a different provision that were in many respects, more labour intensive, for example, support groups being replaced by 1:1 supports.



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3.7 The report shows that there was a welcome increase in the numbers of Diversion from Prosecution and Structured Deferred Sentencing. JSW is very mindful about not 'up-tariffing' into statutory orders and have placed an appropriate emphasis on the support provided to these other options. In addition, the Unpaid Work Team produced creative solutions to enable individuals to complete their orders from home and helping ensure that JSW did not have a backlog of orders to complete. There has however been an increase in the number of domestic abuse cases that is being closely monitored by the service and its multi-agency partners.

3.8 The pandemic has also had a significant impact on the implementation of the Delivery Plan with there being little capacity available within the service to progress development matters. That said, the Delivery Plan Update shows that some progress has been made across most initiatives and activities. A review of the Delivery Plan will be undertaken in 2022-23 as it is possible that some of its expressed ambitions are no longer as relevant because of the impact of the pandemic.

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.

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 from the Care Inspectorate for the justice service to have an 'agreed and implemented' performance framework. Failure to do so would have a detrimental reputational impact.



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5. Links to ACHSCP Strategic Plan

- 5.1. The JSW Delivery Plan 2021-24 and the Justice Performance Management Framework both have a strong alignment 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)

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 outcome is not very likely given the effective management and oversight of the service by its Service Managers and the Lead for Social Work and the preparations that were put in place to ensure positive inspection outcomes in the first instance.

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 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.



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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 Programme Management Board, will ensure that this performance framework is implemented and that there is regular KPI reporting to the PMB as well as an annual submission to the RAP Committee of the performance report and delivery plan update.

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