

Report

Report to:	Social Work Resources
Date of Meeting:	28 June 2006
Report by:	Executive Director (Social Work Resources)

Subject:	Social Work Inspection Agency (SWIA) Performance Inspection of Lanarkshire Criminal Justice Grouping
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Advise Committee of the Performance Improvement Plan for South Lanarkshire Council (Appendix 1) arising from the Lanarkshire Grouping Inspection Report on Criminal Justice published in April this year, and
- ◆ Advise Committee of the work ongoing with North Lanarkshire Council and the new established Lanarkshire Community Justice Authority in response to other aspects of the Inspection.

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the attached Performance Improvement proposals are approved
- (2) that a further report on progress of the Performance Improvement Plan be presented to Committee in approximately six months time on those areas identified with the Social Work Inspection Agency for Improvement.

3. Background

- 3.1. This was the seventh in a series of Inspections of Criminal Justice Social Work in Scotland.
- 3.2. Findings and recommendations arising from the published reports were reported to Committee at its meeting on 3 May 2006.

4. Current Position

- 4.1. Both North and South Lanarkshire Councils are addressing improvement plans individually and collectively. Issues being addressed collectively include victim awareness, action planning and risk management, community service by offenders and quality assurance.
- 4.2. Issues on service planning, monitoring and evaluation will be addressed in the context of the new Community Justice Authority established from 3 April.

5. Employee Implications

- 5.1. No direct implications other than continuing professional development and training needs which are being addressed.

6. Financial Implications

- 6.1. No direct implications though some resources will require prioritisation of input as acknowledged by the report.

7. Other Implications

- 7.1. None

8. Consultation

- 8.1. The Performance Improvement Plan has been developed in consultation with North Lanarkshire Council and by staff groups in South Lanarkshire.

Harry Stevenson

Executive Director (Social Work Resources)

24 May 2006

Link(s) to Council Objectives

- Healthy and Safe Communities

Previous References

- Social Work Resources Committee Report for 3 May 2006

List of Background Papers

- SWIA Performance Inspection of Criminal Justice Social Work Services – Inspection of Lanarkshire Grouping 2006

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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**South Lanarkshire Criminal Justice Grouping Performance Inspection Report
Performance Improvement Plan**

Published on 3 April 2006

No.	Recommendation	Area of Evaluation	Comments	Action Required	Timescale	Lead Area of Service
1	Examine the quality of current reports, ensure all reports contain a provisional action/release plan, and describe the package of support that the offender would receive	2. Social Enquiry and Home Background Reports	<p>Current sampling of SER at Court</p> <p>Case recording procedures revised. Briefings have taken place and guidelines issued March 2006</p> <p>Case recording procedures revised. Briefings have taken place and guidelines issued March 2006</p>	<ul style="list-style-type: none"> Review SER Sampling formats Introduce consistent local/area sampling of SERs and HCRs and monitor impact Audit of standard of reports to be undertaken Training of staff in developing action/release plans Further training on use of tools, offence analysis and report writing required 	<p>June 2006</p> <p>September 2006</p> <p>June 2006</p> <p>December 2006</p> <p>December 2006/ongoing</p>	Head of Justice Services
2	Ensure all reports fully assess the possible risks to the community	2. Social Enquiry and Home Background Reports	Policy statement on use of Risk Assessment / Management Tools developed (August 2005)	<ul style="list-style-type: none"> Review current policy statement on use of risk assessment and risk management Review risk matrix 2000 in relation to cross validation with Police Mandatory training for relevant employees to be put in place 	<p>August 2006</p> <p>September 2006</p> <p>December 2006</p>	Head of Justice Services
3	Managers should establish an appropriate quality assurance mechanism to ensure revised standards are met	2. Case Recording and Home Background Reports	Case record evaluation ongoing since June 2005 as part of the Quality Improvement agenda and procedures revised	<ul style="list-style-type: none"> Participate in quality improvement seminar in June 2006 to undertake case evaluation exercise Brief all employees of revised case recording 	<p>June 2006</p> <p>June 2006 and September 2006</p>	Head of Justice Services

No.	Recommendation	Area of Evaluation	Comments	Action Required	Timescale	Lead Area of Service
				procedures		
4	All cases should have a firm plan wherever possible within the first six weeks of supervision	3. Supervision	Review of standards Feasibility of 6 week target to be reviewed – initial internal target of 6-8 weeks proved unrealistic	<ul style="list-style-type: none"> Undertaken training for employees in recording plans Revise standard to meet realistic target 	September 2006 September 2006	Head of Justice Services
5	Supervision should seek to maintain a clear focus on behaviour related to offending as well as on offending related needs.	3. Supervision	Consider how best to implement offence focused work in the short, mid and long term	<ul style="list-style-type: none"> Review the service infrastructure for delivering structured interventions so that offenders can better access the right resource at the right time within available resources 	March 2007	Head of Justice Services
6	Managers should work with staff to improve practice in respect of compliance with National Standards	3. Supervision	Focus of staff supervision and formal review	<ul style="list-style-type: none"> Confirm compliance with National Standards in action plans, reviews and implement staff training in line with same 	December 2006	Head of Justice Services
7	Throughcare procedures should be further developed to address two issues in particular – how to ensure service continuity where cases are transferred; the clearer delineation of those categories of case or circumstances where offenders are either allocated earlier to local offices or retained for longer by the specialist throughcare team	3. Supervision	Revised protocols and services expanded to incorporate phase 2 Recently established joint steering group	<ul style="list-style-type: none"> Review procedures to include responsibilities of local office staff once cases transferred from Throughcare Team Sample case records to monitor 	September 2006 December 2006	Head of Justice Services
8	Formal protocol for high risk offenders to be put in place (with the same proviso about the proposed pan Strathclyde protocol). Make risk assessment and risk management practice more consistent.	4. High Risk Offenders	Draft policy with Housing and Technical Resources Monthly meeting with Housing Child and Family and Police Strathclyde Police considering a force wide policy	<ul style="list-style-type: none"> Develop joint operational model for high risk offenders as well as throughcare Progress ongoing work in relation to the development of a Strathclyde wide protocol being developed by the Police 	October 2006 October 2006	Head of Justice Services

No.	Recommendation	Area of Evaluation	Comments	Action Required	Timescale	Lead Area of Service
				<ul style="list-style-type: none"> Consider when received guidance and training from the Risk Management Authority Review guidance for practitioners Roll out briefing to staff partnership Review programme, group work, CSOGP and Change Programme 	December 2006 September 2006 December 2006 December 2006	
9	Complete work to analyse the needs of the service, identify its strategic vision, quantify the resources needed to deliver this and set out clear timescales for achieving objectives. Address delays in allocating offenders to placements and problems associated with over-allocation	5. Community Service	<p>Reviewing provisions, standards, guidance and developments</p> <p>Currently addressing delays in placements. Considering implications of increased demand on service for service planning and delivery.</p> <p>PDR processes are being implemented for this staff group</p>	<ul style="list-style-type: none"> Review strategy and service planning for community service Consider Lanarkshire wide service Increase personal placements Address specific needs of women offenders Revise Health and Safety procedures Address gap in first aid training for supervisors Consolidate routine supervision and training for work supervisors 	December 2006 December 2006 October 2006 September 2006 September 2006 September 2006 September 2006	Head of Justice Services
10	Standards to be improved by incorporating more detail about actual service performance into service plans and reviews. Where problems are identified there should be clear	6. Organisation and Management		<ul style="list-style-type: none"> Incorporate more detail about actual service performance into plans and reviews 	December 2006	Head of Justice Services

No.	Recommendation	Area of Evaluation	Comments	Action Required	Timescale	Lead Area of Service
	strategies for actively managing them. There should be specific plans for each area of service linked to information about performance.			<ul style="list-style-type: none"> • Problem solving strategies to be developed • Specific plans for each area of service to be developed and linked to performance information 	<p>December 2006</p> <p>March 2007</p>	
11	Clear priorities to be set for service improvement and service development with related actions and time lines.	6. Organisation and Management	Performance monitoring ongoing through Local Performance Indicators and reporting to Policy Forum	<ul style="list-style-type: none"> • Develop and roll out quality assurance actions from 2004 paper • Review key areas of practice and ensure staff have access to ongoing training and development activity • Develop joint selective key performance indicators and national standards 	<p>October 2006</p> <p>September 2006/ ongoing</p> <p>December 2006/ ongoing</p>	Head of Justice Services
12	Ensure that the joint planning forum plays a more pro-active part in scrutinising the performance of services and setting the strategic direction, including encouraging pooling of resources to deliver services across the partnership	6. Organisation and Management	Joint Planning Forum meetings scheduled for 2006	<ul style="list-style-type: none"> • Joint Planning Forum is now replaced by Community Justice Authority • Performance reporting as standing item on new Community Justice Authority • Partnership to consider opportunities for pooled resources via new Community Justice Authority 	<p>April 2006</p> <p>Ongoing 2006/07 2007/08</p> <p>Ongoing 2006/07 2007/08</p>	Head of Justice Services