

Report

Report to:	Social Work Resources Committee
Date of Meeting:	20 June 2018
Report by:	Director, Health and Social Care

Subject:	Unpaid Work Service Progress Review
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee of the Supported Self-Evaluation undertaken with the Care Inspectorate in the form of a Progress Review of the Unpaid Work Service

2. Recommendation(s)

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

- (1) that the contents of the report and the progress made in the redesign of the Unpaid Work Service of South Lanarkshire be noted; and
- (2) that the conclusions of the Supported Self-Evaluation with the Care Inspectorate of the Service be noted.

3. Background

3.1. The Unpaid Work Service (UPWS) is part of South Lanarkshire Council's (SLC's) Criminal Justice Social Work Service.

3.2. The UPSW has three areas of focus:-

- ◆ providing service users with Unpaid Work to meet the requirements of their Order within the relevant timescales and supervising the Unpaid Work
- ◆ taking, arranging and organising referrals for Unpaid Work from the community, including individuals, community groups and agency projects
- ◆ providing opportunities for 'meaningful activity' (30% of an individual's Community Payback Order (CPO) Unpaid Work requirement can be fulfilled by meaningful activity other than Unpaid Work, for example learning skills to help secure employment such as CV writing)

4. Unpaid Work Service Review and Redesign

4.1. The Sheriff Principal for South Strathclyde, Dumfries and Galloway requested a meeting with the Chief Social Work Officer (CSWO) for SLC in September 2016. He expressed a view that he and the courts were not confident the Service was fulfilling its statutory requirements. A series of meetings were then established between the CSWO and the Sheriff Principal in relation to reviewing the Service and giving some reassurance that work would be undertaken to address the Sheriff Principal's concerns.

- 4.2. An Internal Audit was initiated and all CPOs with Unpaid Work conditions were audited over the past three years. This was undertaken over a three month period and progress and issues regularly fed back to the Sheriff Principal and the courts. Approximately 3,000 cases were audited and remedial action or court action undertaken to comply with National Standards. The audits were undertaken by a combination of Internal Audit staff with protected time to undertake the audits as well as a number of Children and Justice Services Managers and staff. Approximately 20 auditors in all were identified.
- 4.3. Following the audit, a full review of the Service was undertaken having identified capacity and performance issues in the Service. Alongside this, the Scottish Association for the Care and Resettlement of Offenders (SACRO) was commissioned to undertake an independent external review on behalf of the Service to give objectivity to the process.
- 4.4. The reviews concluded that the UPWS was at significant risk of being unable to deliver its statutory functions. The review identified significant issues that demanded immediate interim measures to mitigate risks and ensure statutory functions were delivered.
- 4.5. A review of the management arrangements took place and additional temporary staffing supports were put in place with an increased number of Social Work personnel deployed. SACRO was also contracted on a short term basis until 31 March 2018 to offer support to meet the statutory requirements.
- 4.6. An Improvement Plan and steering group led by the Head of Children and Justice Services was established in December 2016. Resource mapping (including mapping with population indices); benchmarking with other UPWS and three sub-groups were established as part of the Service re-design work. This work concluded that the Service had been significantly under-staffed.
- 4.7. There have been significant improvements in the UPWS as a result of the implementation of the improvement plan. These are:
- ◆ improved management and leadership arrangements
 - ◆ clarity of visions, values and aims of the Service
 - ◆ improved performance management systems resulting in clearer reporting arrangements and increased monitoring
 - ◆ strengthening of relationships between the UPWS and the Sheriff Principal and court, resulting in increased credibility of the Service
 - ◆ greater clarity of roles, responsibilities and processes
 - ◆ improved communication, supervision and support arrangements
 - ◆ strengthened relationships between the UPWS and beneficiaries, communities and third sector groups
 - ◆ decreasing use of 'stand downs' (that is, significantly increased Unpaid Work opportunities for service users to complete their hours)
 - ◆ increased use of 'other activity' (that is, service users completing more 'meaningful activity' aimed towards increased desistance)

- 4.8. Areas for future developments include:
- ◆ the need to embed changes
 - ◆ provide the Service with a period of stability
 - ◆ increase the use of 'other activity' and personalised placements
 - ◆ develop the evidencing of outcomes for service users and communities
 - ◆ embed the new community justice model
 - ◆ continue to work towards a locality based model for UPWS
- 4.9. In November 2017, the Committee met and approved the re-design of the Unpaid Work Service which resulted in significantly altered and increased staffing levels which will ensure the safe delivery of Unpaid Work Services in the future.
- 4.10. As a result, posts have been advertised and filled. This has included the addition of:
- ◆ 1 FTE Operations Manager
 - ◆ 7 FTE Social Work Assistants
 - ◆ 0.5 FTE Placement Co-ordinator
 - ◆ 4 FTE Supervisors
- 4.11. Now that recruitment has been completed, the UWS re-design plan can be fully implemented and future developments as outlined in 4.8. can be met.
- 4.12. Temporary arrangements with SACRO ceased on 31 March 2018 and there has been a clear plan for ensuring that the work that SACRO had been carrying out is now being delivered by the core staffing group at the UPWS. This plan includes: group work being delivered by Social Work Assistants; extension of the Laundry Project and the Kitchen Learning Hub and use of other Third Sector groups delivering voluntary services.
- 5. Governance and Scrutiny**
- 5.1. Justice Services and the UPWS are governed through formal structures that look at performance accountability and partnership working.
- 5.2. Social Work Resources Committee: the Committee oversees all Social Work Services and its delivery. This includes reporting to Committee through the Council's IMPROVe system on a quarterly basis with performance reporting that includes Justice Services and the UPWS. These are formally reported to the Committee at period 2 and 4.
- 5.3. Community Justice Partnership: as well as the above, Justice Services also now report through the newly established Community Justice Partnership. The South Lanarkshire Partnership is chaired by the CSWO. This group reports to the Safer South Lanarkshire Board and the Community Planning Partnership.
- 5.4. Performance and Review Scrutiny Forum: this Forum is chaired by the Leader of the Council and all Resource performance indicators are reported through this Forum. This is undertaken on an Exceptions Report basis through a Red, Amber and Green system (RAG). The Resource Directors/Heads of Service then present re-actions and improvements or account for failure to meet performance measures. The CSWO has presented at this forum due to performance indicators being in red and amber.
- 5.5. Performance management and accountability is also undertaken in Chief Executive one-to-ones with the CSWO and the Director, Health and Social Care.

6. Care Inspectorate Progress Review

- 6.1. The Care Inspectorate was notified of the findings of the external review and internal audit and assisted in developing an Improvement Plan for the UPWS.
- 6.2. Following this process, the CSWO requested that the Care Inspectorate carry out a Supported Self-Evaluation of the current Service as a means of assessing the progress of the Service and highlighting outstanding areas for development.
- 6.3. The Care Inspectorate agreed to undertake a Progress Review, which is within their remit of supporting improvement and strategic scrutiny.
- 6.4. The four key questions that the Progress Review has sought to answer are:
 - ◆ how well do we meet the needs of our stakeholders?
 - ◆ how good is the delivery of services for those involved in UPWS?
 - ◆ how good is our operational management?
 - ◆ how good is our leadership?
- 6.5. The Care Inspectorate team was made up of four Strategic Inspectors. Four members of SLC's Children and Justice Services have been jointly carrying out the Progress Review along with the Care Inspectorate.
- 6.6. The Care Inspectorate started this Progress Review in January 2018. Three phases of activity have now been completed. These were:-
 - ◆ Phase 1: Case File Audit (Completed: 15 -19 January 2018)
 - ◆ Phase 2: Self-Evaluation Report, based on nine quality indicators from the [Guide to Self-Evaluation for Community Justice in Scotland](#). (Submitted: 09/02/2018)
 - ◆ Phase 3: Fieldwork, which included approximately 30 interviews, focus groups and observations of employees, service-users and key stakeholders. (Completed between 26 February and 29 March 2018)
- 6.7. Following this, the Care Inspectorate team and SLC team met on 16 and 17 April 2018 to present, discuss and analyse the findings. Feedback indicated that the UPWS has made significant progress in ensuring that areas identified in the Improvement Plan have been developed.
- 6.8. The SLC team were asked to compile a final Self-Evaluation report and presentation to the Care Inspectorate team which was completed and submitted to the Care Inspectorate on 21 May 2018.
- 6.9. The Care Inspectorate will now provide external validation of the findings and conclusions contained in the final report. Feedback sessions to strategic leaders, key stakeholders, employees and partners will also be undertaken.
- 6.10. A multi-agency Implementation Group will be established to ensure that a new Improvement Plan is identified and the group will ensure that areas for improvement identified by the Progress Review will be fully developed.

7. Employee Implications

- 7.1. There are no particular implications for employees contained in this report.

8. Financial Implications

- 8.1. There are no particular financial implications contained in this report.

9. Other Implications

- 9.1. Given the previous concerns in relation to the UPWS, there are significant risks of the service not meeting its statutory requirements, should the situation in the UPWS deteriorate. This would incur not only the reputational risk but Public Protection risks for individuals and communities. It is, therefore, essential that the areas for improvement contained in the Progress Review report are developed in order to mitigate such risk.
- 9.2. There are no sustainable development implications in respect of this report.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. The report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 10.2. There have been full engagement and consultation throughout the review with staff, managers, wider stakeholders and Trade Unions.

Val de Souza
Director, Health and Social Care

24 May 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Make communities safer, stronger and sustainable
- ◆ Protect vulnerable children, young people and adults
- ◆ Achieve results through leadership, good governance and organised effectiveness
- ◆ Work with Communities and partners to promote high quality, thriving and sustainable communities

Previous References

- ◆ Social Work Committee Report, 15 November 2017: Unpaid Work Service - Service Redesign

List of Background Papers

- ◆ none

Contact for Further Information

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

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