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**To: Communities, Housing and Planning Policy Board**

**On: 26 October 2021**

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**Report by: Director of Children's Services**

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**Heading: Children's Services Service Delivery Plan 2021/22 Mid Year Monitoring Report**

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## **1. Summary**

- 1.1. As a direct result of the pandemic and the focus on crisis response and recovery, alternative service planning arrangements are in place for 2021/22. Rather than Service Improvement Plans, each Director submitted a Service Delivery Plan covering a 12 month period. These plans set out the priorities for each service area as it continued to deliver a crisis response where required but also began to build back services and support the council's recovery and renewal agenda. The Children's Services Service Delivery Plan was approved by this Board on 18 March 2021.

This report contains details of Children's Services performance over the period 1 April 2021 to 30 September 2021 for the measures that fall within the remit of this Board. The main purpose of the report is to provide:

- details of the key achievements of the service over the period;
- a progress update on implementing the action plan linked to the 2021-22 Service Delivery Plan;
- an assessment of performance in relation to the service scorecard of core performance indicators; and
- an overview of priorities for the service over the next six months.

- 1.2. The action plan is the core of the Service Delivery Plan. It sets out the priorities being addressed, the key tasks to be implemented, the implementation timetable and the measures of success. The service scorecard sets out a range of key indicators against which aspects of performance of the service are measured. Despite the challenges of maintaining services throughout different stages of restrictions, Children's Services continued to deliver on its priorities; achievements over the last six months include:

- Adapting services and working flexibly in response to safe-working guidance, ensuring client needs are met and statutory obligations fulfilled;
- Contributing to the Care Inspectorate's national thematic review of Justice Throughcare where individuals have been warned or recalled by the Parole Board;
- Successfully reprogramming the delivery of unpaid work activity following the application of The Community Orders Coronavirus) (Scotland) Regulations in March 2021;
- Enhancing partnerships with other services, 3<sup>rd</sup> sector organisations, addictions services etc to develop new resources for individuals subject to community payback orders.

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## **2. Recommendations**

- 2.1 It is recommended that Communities, Housing and Planning Policy Board note:
- a) the contents of this report;
  - b) the achievements of Children's Services during 2020/21 which fall within the remit of this Board;
  - c) that a mid-year report was presented to the Education and Children's Services Policy Board on 28 October 2021 in respect of service areas falling within the remit of that board.

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## **3. Background**

- 3.1 Children's Services is responsible for the delivery of social work services to children and families, criminal justice social work, and early years, primary and secondary education. Much of what the service does is statutory; that is, there is a legal requirement for the Council to provide that service. Service delivery is a mix of universal provision (such as education), targeted provision (such as children's houses for accommodated children and young people) and specialist support (for example, criminal justice social work court services).
- 3.2 The operating context for services continued to be challenging throughout the first half of 2021/22. Social work services have continued to operate throughout all periods of restriction delivering critical front-line services and adapting ways of working to support positive outcomes for service users.

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## **4. Service Update and Key Achievements April-September 2021**

- 4.1 Justice Social Work services have responded to increasing court activity, supporting relevant services and people with convictions, community orders and those released from custody. Working practice has adapted in accordance with safe working requirements to ensure the health and wellbeing of staff and clients. Greater resource is directed towards individuals with high levels of need and those with who present a risk to the community, although expansion of service capacity through greater office access has

enabled the majority of service user contact to now take place on a face to face basis. The service has been particularly sensitive to those whose circumstances have meant they have disproportionately impacted by the Covid-19 pandemic, adapting provision in accordance with health and wellbeing needs.

- 4.2 The service has continued to evidence effective stakeholder collaboration throughout the pandemic. Restrictions to the delivery of unpaid work activity promoted the development of new resources with the support of other services and agencies such as employability services or addiction services. These resources complement client needs and help ensure progress against order requirements.
- 4.3 Renfrewshire was one of four local authority areas selected by the Care Inspectorate to contribute to a national thematic review focused on individuals released from custody who subsequently breached the conditions of their release licence. This activity took place over a short period this summer and involved sharing of service delivery information, self-evaluation, case file reading, a staff survey and a focus group. Whilst the national report has been anonymised and presents common findings, each local authority received individual feedback. The Justice Social Work service in Renfrewshire was viewed extremely positively by the inspection team and the high-quality work undertaken by staff and managers across the service was highlighted.

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## **5. Areas where actions have been delayed or cancelled**

- 5.1 All actions are progressing in line with planned timescales. In the coming months there will be a focus on reviewing Renfrewshire's capacity to develop a bail supervision service within existing resources, to meet the government aim of a reduction to the prison population.

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## **6. Progress against performance measures**

- 6.1 Children's Services has 6 performance indicators covering services which fall under the remit of this policy board. All of these are collected quarterly over a financial year (1 April to 31 March).
- 6.2 The percentage of new unpaid work orders completed by the required date has shown strong performance between April and June 2021, with 91% of order complete, against a target of 75%. Efforts will be made to sustain this performance in the coming months although it is likely there will be some impact from the anticipated increase in orders resulting from further court activity.
- 6.3 Other justice performance measures have failed to reach their target for the quarter. This is due in part to the changes in some court activity which has disrupted justice service processes, challenging tight timescales for initial activity on orders. The service continues to adapt to progress high priority work for those individuals most in need.

## 7. Priorities over the next six months

- 7.1 The service has a number of priorities for the next six months and beyond and will also draw upon the learning from the Council's Social Renewal Plan to ensure those resource is targeted to those data suggests have been most adversely impacted by the Covid-19 pandemic.
- 7.2 The number of new community payback orders is expected to increase in the coming months as the court service recovers further and increases capacity. There has been a trend towards higher tariff community orders as courts move away from short custodial sentences and these require higher levels of resource from justice services. The service will use available data to align service capacity to anticipated peaks in demand to ensure the completion of all orders where possible.
- 7.3 Delivering unpaid work activity and other order requirements has been impacted by physical distancing guidelines and reduced squad sizes. Early evidence suggests individuals with unpaid work requirements may be increasingly seeking weekend placements to fit around employment, and covid monies are being utilised to increase the weekend workforce.
- 7.4 The service will build upon recent achievements to keep building back face to face and groupwork provision. Solutions will be explored to increase this capacity and increase participation in specialist programmes. This will become an increasing priority as court activity increases.

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## Implications of the Report

- 1. **Financial** – This report highlights resourcing pressures arising from increasing demand for services and the current financial environment.
- 2. **HR & Organisational Development** – none
- 3. **Community/Council Planning** – the report details a range of activities which reflect local council and community planning themes.
- 4. **Legal** – none
- 5. **Property/Assets** – none
- 6. **Information Technology** – Digital resources are now key to the delivery of services and strategies are in place to manage this.
- 7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – Children’s Services continues to follow current public health guidance in relation to the safe operation of care establishments, learning establishments and other working environments.
  9. **Procurement** – none.
  10. **Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council’s Corporate and Strategic Risk Registers.
  11. **Privacy Impact** - none
  12. **COSLA Policy Position** – none.
  13. **Climate Change** - none
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**List of Background Papers:**      None

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# Children's Services SDP Actions 2021-22





**Report Type:** Actions Report  
**Generated on:** 21 September 2021




Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

## Priority Strategic Priority 2: building strong, safe and resilient communities


Status	Code	Title	Description	Due Date	Status Progress Bar	Latest status update	Managed By
	CS.SDP.21.02b	Reduce the impact of lockdown measures on justice group work interventions and the availability of unpaid work through means including unpaid work working from home projects, maximising the use of other activity and offering interventions on a 2:1 basis.	Those subject to unpaid work orders from courts will be supported to complete the hours with community benefits and the statutory obligation to manage community orders will be fulfilled.	31-Mar-2022	<div><div>80%</div></div>	During periods when direct unpaid placements were not possible other activity interventions were adapted and delivery maximised technologically. Working from home unpaid work delivery was also undertaken. This will remain part of the suite of delivery given the backlog of hours arising from the pandemic and that squads remain limited due to restrictions on transportation and oversight resulting from 2m social distancing.	Criminal Justice Service Manager

Status	Code	Title	Description	Due Date	Status Progress Bar	Latest status update	Managed By
						Groupwork sessions were re-established in late 2020 and have been adapted to fit with changing public health restrictions. Accommodation has now been adapted to support groupwork to take place in smaller groups but more frequently. Demand is likely to be high for this service as court services continue to work through backlogs after last year'	
	CS.SDP.21.02c	Expand voluntary supervision, where possible, to intervene to reduce reoffending.	People leaving custody receive support with rebuilding their lives, reducing the likelihood of reoffending and providing them with opportunities to contribute.	31-Mar-2022		A process was established in May 2020 to offer support for the early release of prisoners. This has been continued, with support offered to all those being released on no statutory supervision. Take up remains minimal.	Criminal Justice Service Manager
	CS.SDP.21.02d	Extend diversionary opportunities, implement Structured Deferred Sentences and electronic monitoring to support bail as part of our range of services to minimise involvement with the justice system	People with particular vulnerabilities are supported to address their behaviour and avoid involvement with the justice system. People are supported to remain in their community and the stigma associated with involvement in the justice system can be reduced.	31-Mar-2022		Diversions opportunities are provided to all suitable through a range of justice and wider co-ordinated services. Planning and scoping has commenced for Structured Deferred Sentences to ensure we introduce and target it appropriately. The Criminal Justice Services Manager is part of the government led multi-agency stakeholder group looking at electronic monitoring at the point of bail. Processes are currently being shaped, it is not currently available to courts.	Criminal Justice Service Manager


### Priority Strategic Priority 3: tackling inequality, ensuring opportunities for all

Status	Code	Title	Description	Due Date	Status Progress Bar	Latest status update	Managed By
	CS.SDP.21.03d	Develop appropriate addiction pathways and interventions for justice service users at all stages of the justice system	Individuals at all stages of the justice system will access appropriate addiction support which helps to address some of the causes of offending and promote desistance.	31-Mar-2022	<div><div>20%</div></div>	This is being progressed through the CORRA managed Just Recovery Post which is funded for 12 months. The post was delayed due to the pandemic but was established in March 2021. Work is ongoing to clarify existing pathways, staff knowledge and training required, and appropriate information sharing.	Criminal Justice Service Manager

### Priority Strategic Priority 5: working together to improve outcomes

Status	Code	Title	Description	Due Date	Status Progress Bar	Latest status update	Managed By
	CS.SDP.21.05f	Explore capacity to develop a bail supervision service within existing resources i.e. funding, staffing, office accommodation, and the capacity of partners to take forward their requirements.	The negative impact of remand is reduced and individuals are supported in the community to achieve good life goals.	31-Mar-2022	<div><div>5%</div></div>	This is in the initial stages. The justice services manager is part of the discussions around Electronic Monitoring (as above) which is seen to be heavily linked to bail supervision. Discussions are also ongoing to finalise the guidance for Bail supervision. Although additional funding was provided in May 2020, this is minimal. Expectations will be that higher risk individuals are monitored in this way, who would previously have received remand. Bail is also of longer length given court recovery. It is therefore essential that a service established has contingency and can be retained beyond the annual funding. It is an intensive	Criminal Justice Service Manager



Status	Code	Title	Description	Due Date	Status Progress Bar	Latest status update	Managed By
						service and will requires additional staffing, management capacity and accommodation for high levels of service user contact.	
	CS.SDP.21.05g	Build on current CJSW office space usage, increasing face to face office contact for all service users, including groupwork provision.	A range of interventions support individuals to address the reasons for offending and promote desistance.	31-Mar-2022	<div><div>80%</div></div>	Accommodation has been increased. As of April 2021, justice services are now operating in each office base they previously inhabited. As above groupwork has been re-established, and provision of Up2U (domestic violence) interventions, which require face to face contact, have re-commenced. Clearly staff presence remains reduced compared to pre-covid, however caseloads also reduced by this period as orders ended and weren't replaced to the same rate. This will become more of a challenge as the court service recovers if there is no local change to social distancing.	Criminal Justice Service Manager

## CS 2021-22 Financial Year Scorecard

Report Type: Pls Report










Generated on: 21 September 2021









PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

### Priority Strategic Priority 2: Building strong, safe and resilient communities

Code	Short Name	Status	Short Term Trend	Long Term Trend	Q4 2020/21		Q1 2021/22		Current Value	Current Target	Latest Note
					Value	Target	Value	Target			
CHS/CJ/CPO/02	% of NEW unpaid work orders/requirement complete by the required date				100%	72%	91%	75%	91%	75%	The service has adapted to ensure unpaid work activity is delivered in accordance with safe working guidelines. Workloads are prioritised and performance shows signs of recovery.
CHS/CJ/CPO/01	The percentage of NEW clients subject to a new supervision order seen by a supervising officer within 1 week				Not reported	85%	41%	85%	41%	85%	Performance for these indicators has been affected by the service changes resulting from the Covid pandemic. Court activity has resumed although some associated processes have been

Code	Short Name	Status	Short Term Trend	Long Term Trend	Q4 2020/21		Q1 2021/22		Current Value	Current Target	Latest Note
					Value	Target	Value	Target			
CHS/CJ/CPO/04	Percentage of NEW unpaid work clients seen within 1 working day of the order				Not reported	70%	19%	70%	19%	70%	challenging to adapt to new requirements. Initial contacts are problematic due to how individuals are managed in court/or where court processes are managed remotely. This means that contact details are often not immediately available and all timescales are then delayed as individuals are located. Public health restrictions continue to impact the capacity of the unpaid work service. Alternative solutions are being implemented to progress priority work.
CHS/CJ/CPO/05	Percentage of NEW unpaid work clients receiving an induction within 5 working days of the order				Not reported	75%	32%	75%	32%	75%	
CHS/CJ/CPO/06	Percentage of NEW unpaid work clients beginning work placement within 7 working days of the order				Not reported	65%	22%	65%	22%	65%	

### Priority Strategic Priority 5: Working together to improve outcomes

Code	Short Name	Status	Short Term Trend	Long Term Trend	Q4 2020/21		Q1 2021/22		Current Value	Current Target	Latest Note
					Value	Target	Value	Target			
CHS/CO RP/01a	% of Stage 1 complaints responded to within timescales agreed with customers				100%	95%	81%	95%	81%	95%	This relates to 16 Frontline complaints during the period, with 13 completed within target.
CHS/CO RP/01b	% of Stage 2 complaints responded to within timescales agreed with customers				80%	95%	75%	95%	75%	95%	This relates to 12 Investigation complaints over the time period, with 9 completed within target.