

To: Communities, Housing and Planning Policy Board

On: 19 January 2021

Report by: Director of Children's Services

Heading: Service Update and Performance Scorecard

1. Summary

- 1.1 Following on from the previous Service Update presented to this board on 27 October 2020, this report provides a further update on key areas within the Board's remit. It also outlines the priorities through to Spring 2021, highlighting key areas of focus and plans for next steps to support the Council's recovery plans. Whilst developing these plans, the local and national position remains fluid and services will remain flexible and able to respond quickly in relation to changes in restrictions and local outbreaks.
- 1.2 Appended to this report is a performance update covering quarters 1 and 2 of 2020/21 (that is, April to September 2020). A performance update covering 2019/20 was provided to this board on 27 October 2020 and to the Education and Children's Services Policy Board on 29 October 2020 since aspects of service delivery fall under the remits of different policy boards. Both boards will receive an updated performance report.
- 1.3 Service Improvement Plans for 2020/21 were developed for all Council services and the Children's Services Service Improvement Plan was approved by this Board prior to the lockdown. The majority of the actions and activities did not proceed or were not undertaken in the same way due to Covid-19 and, new Service Improvement Plans for 2021/22 will reflect the greater focus on recovery and renewal rather than solely improvement activity. These plans will be linked to the recovery plans being developed and delivered by council services. It is proposed that these draft Service Improvement Plans will be presented to the spring 2021 Board cycle and this will restart the normal scrutiny and governance activity associated with these high-level plans.

2. Recommendations

- 2.1 It is recommended that members of the Communities, Housing and Planning Policy Board:
- note the content of this report; and
 - note the performance information for Q1 and Q2 as appended to this report.

3. Background

- 3.1 In the previous Service Update reported to this Board on 27 October 2020, the Council's response to the coronavirus from August to October was outlined - our partnership approach, our move to protect and support our employees and communities, particularly vulnerable people across the area.
- 3.2 Employees across the Council continue to show great commitment and resilience during this time delivering essential services, volunteering to support frontline services and helping others to remain safe at home.
- 3.3 The service remains acutely aware of the impact on Renfrewshire's communities of the pandemic - of those who have sadly been bereaved, who feel isolated, have concerns about their income, have had their health impacted, have supported their children and young people with home learning or have contended with other challenges made more difficult by the pandemic and consequent restrictions. Across services, and with our partners, the Council continues to support our communities and develop our operational and policy response both now and as we continue to move through the recovery route map.
- 3.4 Further restrictions were introduced on January 5 which will apply until the end of January in areas currently under Level 4 restrictions, including Renfrewshire. New laws will require people to stay at home and work from home where possible. Those previously asked to shield by the Chief Medical Officer have been advised not to attend work. All staff required to attend work to deliver or support essential work, have the required workplace guidance, Health and Safety measures and PPE (if required) in place.

- 3.5 Council services continue to operate flexibly in order to respond to whatever challenges the pandemic brings for local communities but there is also a continuing focus on the recovery position and the opportunities to 'bulid back better'. Alongside this, new opportunities are emerging, potential funding streams, information and learning is being shared across local government and the service will also continue to respond to this.
- 3.6 This report gives a broad overview of the key areas which continue to be impacted by the Covid-19 crisis, further areas the service has paused and restarted, the particular areas of focus now and in the near future, and any specific risks and priorities of relevance to this Policy Board.
- 3.7 The report also provides an overview of the service's performance against the indicators in the 2020/21 Service Improvement Plan. These indicators were approved by members before lockdown and therefore reflect expectations for service delivery in a business as usual context rather than during a pandemic response period.
- 3.8 Throughout the year, council services have also been required to undertake a considerable amount of additional reporting to national government and other organisations. Much of this information has been requested on a weekly basis and was intended to provide reassurance that key services were being delivered as well as demonstrating the extent of the pandemic response.
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4. Updates for the Communities, Housing and Planning Policy Board

- 4.1 Criminal Justice Social Work services, although part of Children's Services, are covered by the remit of the Communities, Housing and Planning Policy Board and this update focuses on that service area only. As noted in the last service update, many of the key public protection duties undertaken by CJSW continued despite the lockdown and subsequent restrictions, though with appropriate public health measures in place. Priority was given to supporting those service users with the highest levels of vulnerability and those who presented the highest risk to the public. Individuals continued to be released on licence during this period, creating demands on a range of services. Small scale accredited groupwork had recommenced.
- 4.2 The announcement by the First Minister advising of a new national lockdown beginning on 5 January 2021 will halt the delivery of some criminal justice social work services as group activities are not compatible with the current public health measures in force. The service is keeping provision under constant review in line with the latest guidance available. It is expected that

some court activity will continue though the indication is that it will reduce by around 75% during the current lockdown.

- 4.3 The Unpaid Work Team have been able to offer a limited service; due to ongoing public health restrictions, the team is not able to return to full service provision and this is recognised as a challenge nationally, given the reduced capacity moving forward. COVID legislation has already extended completion dates for all unpaid work elements of community orders, recognising that delays were inevitable because of restrictions and that these delays are outwith the control of either the local authority or the service users. The ongoing and flexible nature of restrictions means that it is not clear when Unpaid Work can be scaled back up to pre-COVID levels.
- 4.4 Once court services start to return to normal levels, the CJSW service can expect considerable activity in relation to new orders. This will be a significant challenge to manage when considered alongside the resumption of a large unpaid work service.

5 Key priorities until next Board Cycle

- 5.3 The service priorities remain the maintenance of business as usual as far as possible within whichever restrictions are in place. The service will also support the council in its wider recovery and renewal activities.
- 5.2 For Criminal Justice Social Work, the key priority remains the provision of supports to those who are most vulnerable and those who present the highest risk. In addition, scaling up of some service provision within the current public health measures is an area of focus.

6 Performance scorecard for Q1 and Q2 2020/21

- 6.1 Appendix 1 to this report contains a performance scorecard covering Quarter 1 (April-June) and Quarter 2 (July-September) of 2020/21. As noted above, these indicators were agreed prior to any knowledge that a prolonged lockdown and subsequent restrictions would be in place. Targets were set in a pre-Covid position and may not reflect the operating context services have been working in since March 2020. Only those indicators relating to the CJSW service or which relate to the entirety of Children's Services are included here. Children's Services reports on a broader range of indicators which fall under the remit of the Education and Children's Services Policy Board.

- 6.2 Due to the halting of all but urgent court business for almost the entirety of Quarter 1 and Quarter 2, there is no data to report against four of the five CJSW performance indicators. These measures look at the timescales for key processes when new orders are made but in the absence of new orders, there is no data. The gradual restarting of court processes means that any data for Quarters 3 and 4 may be skewed due to very low numbers, and social distancing restrictions within courts and social work accommodation will impact upon timescales being met.
- 6.3 Only the indicator for successful completion of a community order has data available. The restrictions had a more limited impact on orders where the only remaining active element was supervision, so those orders which were nearing completion were able to be ended. There were only 6 orders ended in Q1 but the number increased to 35 in Q2.

Implications of the Report

1. **Financial** – None.
2. **HR & Organisational Development** – None.
3. **Community/Council Planning** – Covid-19 will impact on the operations of Council partners and on services to the community. This paper highlights the work being undertaken to mitigate this impact as far as possible and maintain essential services for the safety and wellbeing of the community.
4. **Legal** – None.
5. **Property/Assets**- Adjustments have made to physical spaces wherever required to comply with the current relevant guidance. This applies to both indoor and outdoor spaces.
6. **Information Technology**- Staff have the capability to work from home wherever possible to reduce social contact in line with government and health guidance. Digital learning remains a contingency in the event of restrictions being re-imposed.
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 because it is for noting only. However, the service notes the scientific advice in relation to risks to particular groups and communities from Covid-19 and is undertaking individualised risk assessments wherever appropriate.
8. **Health & Safety** – Advice and guidance is being given to protect the health and safety of employees and service users when carrying out priority services












for the Council in line with government and health guidance. Risk assessments are in place throughout the service and are regularly reviewed.

9. **Procurement** – The ongoing pandemic has and will continue to have a significant impact on existing contractual obligations and on the procurement of future goods and services required by the Council.
10. **Risk** – The Corporate Risk Management Group are currently reviewing the Council's risk profile in light of the coronavirus pandemic and will report to board in November.
11. **Privacy Impact** – None.
12. **CoSLA Policy Position** – None.
13. **Climate Risk** – None.




List of Background Papers – Service Update, Education and Children's Services Policy Board, 29 October 2020













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CS 2020-2021 Financial Year Scorecard










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	Q1 2020/21		Q2 2020/21		Latest Note
					Value	Target	Value	Target	
CHS/CJ/CPO/02	% of NEW unpaid work orders/requirement complete by the required date				50%	72%	83%	72%	Performance for 2020/21 against this indicator will be adversely affected by the service changes necessitated by the COVID-19 pandemic. Due to COVID-19, automatic extensions were applied to community-based orders since some frontline services could not safely be delivered during lockdown. National estimates suggest that services will operate at 30% capacity in the first stages of recovery so that physical distancing rules can be complied with.

Code	Short Name	Status	Short Term Trend	Long Term Trend	Q1 2020/21		Q2 2020/21		Latest Note
					Value	Target	Value	Target	
									In Q2, the figure is 83% which equates to 29 orders out of 35 being completed within the target time and reflects some return to 'business as usual'.
CHS/CJ/CPO/01	The percentage of NEW clients subject to a new supervision order seen by a supervising officer within 1 week				N/a	85%	N/a	85%	All Scottish courts closed in March 2020 for all but urgent business as a result of the UK-wide lockdown. Because of this closure, there were no new community orders with unpaid work or supervision requirements for several months. As such, there was no activity to measure for these indicators. Although courts have now resumed, there is a considerable backlog to be worked through and the number of new orders has not returned to pre-lockdown levels. Further, the public health restrictions which remain in place e.g. staff capacity within the court building, social work offices, means that timescales for contact are challenging. The capacity of the unpaid work service is significantly reduced and this is likely to impact on performance for the remainder of 2020/21 and beyond.
CHS/CJ/CPO/04	Percentage of NEW unpaid work clients seen within 1 working day of the order				N/a	70%	N/a	70%	
CHS/CJ/CPO/05	Percentage of NEW unpaid work clients receiving an induction within 5 working days of the order				N/a	75%	N/a	75%	
CHS/CJ/CPO/06	Percentage of NEW unpaid work clients beginning work placement within 7 working days of the order				N/a	65%	N/a	65%	

Priority Strategic Priority 5: Working together to improve outcomes

Code	Short Name	Status	Short Term Trend	Long Term Trend	Q1 2020/21		Q2 2020/21		Latest Note
					Value	Target	Value	Target	
CHS/CORP/01a	% of Stage 1 complaints responded to within timescales agreed with customers				100%	95%	80%	95%	
CHS/CORP/01b	% of Stage 2 complaints responded to within timescales agreed with customers				88%	95%	100%	95%	
CHS/CORP/03	% of FOI requests completed within timescale by Children's Services				100%	100%	100%	100%	All FOIs were responded to within the required timescale. There was a reduction in the volume of requests received during lockdown in Q1 but activity has since returned to expected levels.