

CLACKMANNANSHIRE COUNCIL

Report to: Scrutiny Committee

Date of Meeting: 2nd December 2010

**Subject: SWIA Inspection of Prison Based Social Work Services in
Glenochil Prison**

Report by: Head of Social Policy

1.0 Purpose

- 1.1. To advise the Committee of the outcomes of the inspection of social work services based at Glenochil Prison that was Carried out by the Social Work Inspection Agency during April 2010
- 1.2. During the spring of 2010 SWIA carried out an inspection of every prison based social work service in Scotland
- 1.3. These inspections are a periodic, targeted scrutiny of services, intended to check whether the services being inspected are meeting national and local performance standards, legislative and professional requirements and the needs of service users. Their intention is to provide objective evidence based assessment of how well the needs of social work recipients and associated partners are being met.

2.0 Recommendations

- 2.1. That the Committee note and endorse the contents of the Inspection report on the quality of social work activity within the Glen Ochil Social work unit (Appendices 1)
- 2.2. That Committee notes and endorse the action plan prepared by the Glenochil prison team in response to the SWIA inspection (Appendix 2)
- 2.3. To acknowledge the work of the prison based social work staff for their highly professional attitude and input to the delivery of services in an difficult and challenging environment and the significant contribution the staff have made to an inspection report containing many positive comments.

3.0 Considerations

- 3.1. Attention should be drawn to the perception outlined within the inspection report that professionals and other stakeholders based within the

prison,acknowledge that Prison Based Social Work is highly valued in the complex area of risk management and assessment of prisoners and that they contribute effectively to the relatively new process of Integrated (prisoner)Case Management.

- 3.2. SWIA noted that prison based social workers are recognised as having the lead responsibility in dealing with child protection concerns and acknowledged the contribution made by Clackmannanshire Council in offering training opportunities in child & adult protection training to both our own staff group as well as SPS staff.
- 3.3. The inspection acknowledged that the social work team based in Glenochil was well led and that the work of the team was to a high professional standard
- 3.4. The Inspection Report noted the effective system of monitoring of the quality of services put in place by social work management and that the service consistently has met its operational and contractual requirements to the Scottish Prison Service.
- 3.5. The report should be read within the context of a reduced establishment of staff within the prison based social work team at the time of the inspection. The report acknowledged the negative effect that this can have in enabling the service to develop new areas of activity within the prison. The Service has however now resolved this issue and the staff team based at Glenochil is now fully established.
- 3.6. The report also highlighted a number of other areas requiring improvement and although relatively minor these have been acknowledged and addressed comprehensively within the corrective actions outlined in the Improvement Report (Appendix 2).

4.0 Sustainability Implications

- 4.1. The SWIA prison social work based inspection highlights that the service is meeting its contractual requirements as defined in the contract agreed between Clackmannanshire Council and the Scottish Prison Service.
- 4.2. It however should be noted that since the inspection in April; 2010, a significant regime change within the prison has commenced, involving the incremental transfer of 150 Sex offender prisoners from Peterhead Prison.
- 4.3. The Social work service has identified that this change will have significant implications for the capacity of social work to deal with the additional work load and specialist needs of this group of prisoners.
- 4.4. Discussions have commenced with the local Management Team based at Glenochil and the Procurement Department based at SPS to determine and agree what additional Financial resources are required to be put in place to enable the Social Work Service to continue to provide a high quality service to non sex offender prisoners as well as meet the additional needs of the new prisoner group.

5.0 Resource Implications

5.1 *Financial Details - none*

5.2 No financial implications associated with this report.

5.3 Finance have been consulted and have agreed the financial implications as set out in the report. **Yes**

5.4 *Staffing:* - No staffing implications from this report

6.0 Exempt Reports

6.1 Is this report exempt?

Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities 2008 - 2011** (Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No

9.0 Legality

- 9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ✓

10.0 Appendices

- 10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix 1: SWIA inspection report of prison based social work at Glenochil Prison 2010

Appendix 2: Improvement action plan in response to SWIA linspection

11.0 Background Papers



- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No ✓

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SWIA

**HMP Glenochil
Prison-based Social Work Service**

Clackmannanshire Council

1. INTRODUCTION

In spring 2010 SWIA carried out an inspection of social work services in every prison establishment in Scotland. This report sets out the findings of the inspection of services in HMP Glenochil where we read a sample of social work case records, interviewed a small number of prisoners, social work staff and a range of SPS service providers, staff and managers. This report also draws on information contained within Clackmannanshire Council's Self-Evaluation Questionnaire in respect of prison-based social work services.

Prior to the fieldwork phase of the inspection, we also interviewed a cross-section of prisoners across Scotland about the quality of prison-based social work services they received. In addition, we surveyed all prison-based social work staff and community-based social work staff supervising offenders on release from custody. We will be reporting on the results of these surveys in a national report (published later this year) where we will also collate the findings of the case file reading exercise we carried out, report on our discussions with national stakeholders, and draw together common themes that have emerged from our inspection activity across the prison estate.

This report refers specifically to the prison-based social work service provided within HMP Glenochil. The purpose of this report is to assist Clackmannanshire Council – and where necessary, its partners – in making improvements to the prison-based social work service.

Our inspection addressed 6 key questions:

- What difference did prison-based social work services make to meeting prisoners' needs and reducing the risks they presented to others?
- What did prisoners and key stakeholders think about prison-based social work services?
- How efficiently and effectively did prison-based social work services operate?
- What systems were in place for monitoring the performance of prison-based social work services and for improving the quality of these services?
- How well supported were prison-based social work staff to carry out the work required of them?
- How good was the leadership of prison-based social work services by the senior managers and elected members responsible for these services?

2. CONTEXT

HMP Glenochil is located near Tullibody in central Scotland and holds both long-term and short-term adult male prisoners. It has 670 contracted places and, at the time of the inspection, the prison had 303 long-term prisoners and 284 short-term prisoners (a snapshot taken on 26 February 2010). HMP Glenochil is being redeveloped. Prisoners are not committed to HMP Glenochil direct from the courts but are transferred there from other prisons following conviction.

When fully staffed the Glenochil prison-based social work team consists of:

- 1 team manager
- 7 social workers
- 2 administrative assistants

At the time of our inspection, there were two social worker vacancies. There had been several vacancies over the last two years, with the longest time taken to fill a post being six months.

The service was in the process of transferring responsibility for managing criminal justice from one service manager to another. The outgoing service manager, who was retiring, had agreed to continue to provide Clackmannanshire criminal justice service with part-time cover. The purpose of this was to assist the transition of the new service manager of taking on a large dual service management role as he also held responsibility for services for people with physical and learning disabilities.

In 1991, SPS entered into a formal contractual agreement with Clackmannanshire Council for the delivery of social work services at HMP Glenochil, which was still in place at the time of the inspection. We were told this was reviewed annually by the appropriate SPS and Clackmannanshire Council staff in respect of the amount of funding required to provide the service. The agreement required the service to carry out a range of functions related to long-term prisoners who were subject to statutory supervision in the community and to other prisoners, including those convicted of a schedule 1 offence. These tasks included:

- the preparation of risk assessments
- preparation of pre-release reports for the Parole Board
- attendance at ICM and pre-release case conferences
- provision of a duty service for all prisoners

The agreement also included the opportunity for prison-based social workers to be involved in different forms of intervention including group work and one-to-one offence-focused work but the team had not been able to do this in any systematic way because of staff shortages.

Since 2007, the Scottish Prison Service has been in discussion with the Association of Directors of Social Work and other relevant stakeholders regarding the development of a Service Level Agreement for prison-based social work services. SPS has sought to develop a standardised national template SLA document, which would be used as a basis of future discussions with individual councils. The SLA (*draft version*) specifies core and local priorities. The core priorities focus prison-based social work activities on prisoners who will be subject to statutory supervision in the community. The local priorities allow SPS and the relevant council to agree activities outwith the core tasks that may improve multi-disciplinary working and address specific needs within the prison establishment. The discussion between SPS and councils are ongoing.

The annual budget for the prison-based social work service in 2009/10 was £389,911. The SPS provides Clackmannanshire Council with the funding for the service.

3. FINDINGS

What difference did prison-based social work services make to meeting prisoners' needs and reducing the risks they presented to others?

The Scottish Government's Concordat with local government sets out a common purpose for government, supported by agreed objectives, outcomes and performance indicators. In short, these are aimed at making Scotland a healthier, wealthier, smarter, safer and stronger, greener place to live and work. More specifically in criminal justice terms, the outcomes focus on making communities safer, reducing the risks posed by offenders, and helping offenders successfully resettle in their communities.

The prison-based social work service in HMP Glenochil had yet to put in place any system for recording or measuring planned outcomes from their work with prisoners. Their focus was on measuring inputs and outputs.

The team submitted parole reports within the 6-week timescale and responded to duty referrals within the contractually agreed time of 3 working days. The team manager allocated prisoners to social workers a few months prior to their ICM case conferences to complete the risk assessment reports and attend the ICM meeting. Social workers completed or updated risk assessments using the appropriate tools prior to the ICM meetings. Once the work involved in this process was finished social workers no longer had any contact with the prisoner unless a referral was made through the ICM system and work was specifically identified that required social work involvement. Social workers also chaired all pre-release case conferences. Social work staff acknowledged that, staffing problems had meant that they did not always meet deadlines for key tasks. For example, they were not interviewing all long-term prisoners subject to statutory supervision on release within seven days of notification of admission as prescribed within the ICM guidance¹.

Area for improvement

The council, in collaboration with SPS and other providers, should develop ways to measure the differences services make to prisoners' needs and to the risks they present.

What did prisoners and key stakeholders think about prison-based social work services?

We met a small group of prisoners who would be subject to statutory supervision in the community on release. They had mixed views about the quality of the service they received from the team. Whilst a few prisoners told us that they had received information about prison-based social work and knew how to access the service, others were less clear. The majority of the prisoners did not know who their social worker was, making it more difficult for them to refer themselves to social work. A few prisoners told us that prison officers (including personal officers) were not clear about the social worker's role within prison, and that this could result in prison

¹ In respect of a schedule 1 offenders, prisoners should be interviewed within 5 working days.

officers making inappropriate referrals to the service. We were told that the team manager had offered to provide training and information to clarify the social work role in HMP Glenochil for SPS staff, but to date this had not been requested by the prison.

Most prisoners said that they had not had an admissions interview. Their first contact with social workers had been before their ICM meetings. Some talked positively of social workers helpfully reviewing their sentence and release plans with them, others were sceptical about the social worker's ability to make an informed assessment on the basis of limited contact. The majority of the prisoners questioned the value of only seeing a social worker once a year. Social work managers told us that prisoners would be seen outwith these times if there was a clear need for a service.

Some prisoners were not keen to use the prison's complaints system since they did not see it as sufficiently independent. Some were also not aware that team members were employed by the local authority and so should use the Clackmannanshire complaints system to raise issues or concerns regarding social work staff. A few prisoners knew how to refer themselves but were concerned about the lack of confidentiality in the process. They told us that they had had to pass referral forms to SPS staff to forward to social work and that they could not do this using a sealed envelope.

Area for improvement

The council, in collaboration with SPS, should ensure that any referrals to, complaints about or comments on the prison-based social work service are treated in confidence.

Social work services acknowledged that they had no system in place for routinely gathering feedback from prisoners or their families about the level and quality of social work services.

Area for improvement

The council should introduce ways of routinely finding out prisoners' and their families' views of the prison-based social work service.

Professionals and other stakeholders generally spoke very positively about the contribution prison-based social work staff made and of the skills and commitment of the team manager and team members. They described very good working relationships and said social workers responded positively to enquiries. Stakeholders particularly valued social work's contribution to the ICM process. They spoke positively about the quality of risk assessments and the contribution of team members at different prison meetings. However they all commented on the negative impact of the long-standing social work vacancies. They said this had affected the service's ability to take forward one-one work, co-facilitate groups or attend some multi-disciplinary meetings. There was a common view that there were too few social workers and that social work resources were spread too thinly. Prison-based social work staff told us that they prioritised attendance at key meetings where there was a clear remit for them.

How efficiently and effectively did prison-based social work services operate?

All prisoners received a letter from the service on their arrival or during the SPS induction process together with a leaflet explaining what social work services could offer. The duty system was in place Monday to Friday for all prisoners. Whilst the induction letter explained the respective roles of the personal officer and social worker, inappropriate referrals continued to be made to the team. This was partly due to the lack of understanding of the role of social work by some SPS staff and to a system that allocated personal officers to cells rather than to individual prisoners. This affected both the continuity and the consistency of the social work service's responses to prisoners' enquiries.

Social workers did not routinely interview prisoners who would be subject to statutory supervision in the community as part of an admission process or within the timescales set out in the ICM guidance. Nor did these prisoners have an allocated social worker throughout their sentence. Instead prisoners who would be subject to statutory supervision in the community were allocated a social worker at the point where important ICM process tasks were scheduled (e.g. before an ICM case conference) or for the completion of reports. Thereafter the prisoner's case would be closed. Prisoners would then be advised to contact the duty service if they needed a service in the future at which point they would be seen by whichever social worker was on duty. The team manager made sure that the prisoner was given the same social worker at their next annual ICM case conference, unless it was not possible to do so (e.g. if the social worker was no longer employed in the team or absent for another reason).

Prison-based social work staff used formal risk assessment tools to inform all the risk assessments they completed. Prisoners' risk management plans were agreed at the ICM case conference. Team members saw short-term prisoners on statutory orders whilst other short-term prisoners were supported by Link centre staff.

There were plans to establish one-to-one offence-focused work with prisoners starting in autumn 2010 but this was dependent on a full staff complement. There had been opportunities in the past for social work to co-facilitate groups, which had been determined by staff availability.

Team members worked in partnership with other prison and community-based services to assist prisoners and staff attended a wide range of multi-disciplinary meetings e.g. multi-disciplinary progression management group meetings, the risk management group and ICM case conferences.

The SPS offender outcome manager (recently in post), and the prison-based social work team manager had begun to meet monthly to audit the ICM process and to record unmet need in the prisoner population (i.e. for those who would/would not be subject to post-release statutory supervision).

A few SPS managers were of the view that the specific nature of the contract for the social work service, exacerbated by the latter's staff shortages, meant the focus of prison-based social work service was on the assessment of risk to the exclusion of identifying and meeting prisoner need. Social work managers told us that they had

decided to prioritise important tasks (e.g. risk assessment, risk management, public protection) as an effective way of using the available resources wisely. They also believed that staff's involvement in the ICM case conferences helped SPS identify prisoners' needs.

Other services within the prison were clear that prison-based social staff had the lead in dealing with child protection concerns. All social work staff had attended the child and adult protection training offered by Clackmannanshire Council. Social work staff told us that they were available to SPS staff if they required guidance. Whilst Clackmannanshire Council had offered basic child protection training to SPS staff, this had yet to happen.

Area for improvement

The council and SPS should support the delivery of child protection training to appropriate SPS staff.

Social work staff felt on occasion that their contribution could be marginalised within the ICM process, suggesting that a few SPS staff did not see them as key partners. Attendance at ICM case conferences tended to be limited to the prison-based social worker, prisoner, community-based social worker and ICM co-ordinator. Team members thought that other agencies and professionals based within the prison could improve their attendance.

There had yet to be a discussion within the prison-based team or with SPS and other providers about implementing adult protection procedures.

Area for improvement

The council should initiate discussions with SPS and its partners about implementing adult protection procedures within the prison and when planning for release.

The team inputted a limited amount of information (for example RA 1-4 risk assessments) onto the SPS electronic information system *PR2*. Staff filed all other reports and assessments onto a social work specific field in SharePoint. Case notes kept in the social worker's own folders were not accessible to others in the team. This limited access by other key professionals to relevant information. Managers were exploring the possibility of being able to store case notes on SharePoint.

The team did not have access to the Council IT system but staff told us that there were plans to introduce a version that would give them 'read only' rights. The team manager and senior managers from the council confirmed that they were committed to improving staff access to both the council's IT system and to improving prison-based recording systems.

What systems were in place for monitoring the performance of prison-based social work services and for improving the quality of these services?

The team manager had introduced a comprehensive approach to the monitoring and auditing of services. She used a standard template for all social work reports based on the guidelines for report content in the national throughcare standards. She evaluated these assessments as generally being of a very good standard. She countersigned all RA1-4 documents, audited all cases due for closure and selected 20 cases quarterly at random to audit. All risk management plans for high-risk prisoners were developed through multi-disciplinary forums.

The team manager acknowledged that, due to recent staffing issues, it had been difficult to continue to monitor case files and reports regularly. The team manager used supervision to monitor practice and service provision. Staff confirmed that they received supervision on a regular basis. Clackmannanshire Council had a supervision policy in place which set standards for this process.

Performance monitoring systems were built into the original contract arrangements and the team manager had recently re-established monthly meetings with the SPS manager responsible for overseeing the social work contract. There were tensions between SPS staff and social work over ICM scheduling issues. The team manager and the social capability manager were about to undertake a review of the ICM process to monitor compliance with the guidance and to address any practice issues.

Social work managers told us that all Schedule One offenders were managed in accordance with agreed procedures (i.e. Circular 18) and that the processes for dealing with children affected by parental substance misuse (i.e. Hidden Harm referrals) were working well with partner agencies. However not all of the staff we met were familiar with these arrangements and we thought that this needed attention.

Area for improvement

The council should confirm that all prison-based social work staff understand the important processes around Circular 18 and Hidden Harm.

Planned monthly business meetings between the team leader and the Clackmannanshire criminal justice service manager had not been happening for some time. Because of the nature of the contract with SPS, the team was measured primarily on timings of completion of work with a general lack of systematic performance information about service range and quality.

Clackmannanshire Council was in the process of implementing a Clackmannanshire Improvement Model based on the Public Service Improvement Framework. Staff expected that the prison-based social work service would be included in this.

Area for improvement

The council's senior managers should re-establish routine formal contact with SPS managers to better monitor performance and establish a strategy for the future development of prison-based social work services at HMP Glenochil.

How well supported were prison-based social work staff to carry out the work required of them?

Staff we met represented a group of practitioners with a range of experiences. Some had been in post for approximately three years whilst other staff had only recently been recruited. The team remained two social work posts down with little evidence of senior managers having taken active steps until recently to address and resolve this issue. One problem had been the long delays in advertising vacant posts which both SPS and the prison-based social work staff had found extremely frustrating.

Staff said that they enjoyed their jobs and had a strong sense of team identity. However, they did not feel that they belonged to either SPS or Clackmannanshire Council. The team said they felt more integrated with SPS than with the authority and that there were generally good working relationships between social work services staff and most SPS staff. Some staff viewed themselves as isolated from Clackmannanshire Council externally based senior management and from community criminal justice social work services.

The staff were very committed and motivated to providing a good service and valued their strong team identity. Given the vacancies, the team had been prepared to work extra hours to meet targets.

Staff confirmed they received regular supervision and that their manager was very accessible for informal consultation. The team manager also supported staff in attending training events.

Clackmannanshire Council had an employee development plan. Staff felt that its generic nature did not fit well with the registration requirements of the Scottish Social Services Council.² A number of staff had completed training on the delivery of group work programmes and one member of staff had delivered these in the past. They would have welcomed the opportunity to participate in providing a range of interventions and in particular group work. However, staff vacancies were hindering this.

Lack of access to the council's intranet made it more difficult for staff to know what was available in trying to identify opportunities to allow them to meet CPD requirements. The council appeared to be in transition in relation to the implementation of employee development plans with one version having been implemented, abandoned and more recently resurrected.

² SSSC is the body that is responsible for the registration of social workers and social care employees.

Managers and staff acknowledged high turnover and low morale within the team, although managers thought morale was now improving. A number of factors were identified as contributing to this:

- the cumbersome approach to recruitment adopted by the council
- an apparent lack of senior management commitment to fill the posts
- the much delayed implementation of single status within the council

Whilst relationships between the team and the service manager appeared positive, there were no apparent clear strategic links with community-based criminal justice services or with any senior manager beyond the criminal justice service manager. There was also a lack of any systematic consideration or collation of training needs. Senior managers told us that they had begun to address these gaps.

Areas for improvement

The council should address the recruitment and retention issues in the prison-based social work team.

The council's prison-based social work staff should be included in regular meetings about policy and service developments with criminal justice services staff in Clackmannanshire and the Forth Valley Partnership.

How good was the leadership of prison-based social work services by the senior managers and elected members responsible for these services?

Service managers told us that they had been delivering a service to the contract that has been in operation since 2001. The team manager, service manager and an SPS accountant had reviewed this annually. Whilst there had been more formal meetings between the criminal justice service manager and senior SPS staff in the past both the council and SPS acknowledged that these meetings had “fallen away”.

With the exception of the criminal justice service manager, the council's senior managers had had very limited direct involvement with the team. The chief social work officer (CSWO) had visited the prison some time ago with the intention of re-establishing more regular contact and management oversight. However, at the time of the inspection, working relationships between the council's senior managers and the prison-based social work service needed to be strengthened.

There had been no discussions between SPS and the council as to what local priorities might be included in the proposed new service level agreement and no dialogue about the overall strategic direction of the service.

The team manager had been involved in delivering training to elected members as part of their ongoing training schedule.

The only publicly available information about the prison-based social work service was contained in the Fife and Forth Valley Community Justice Authority Area Plan and the Clackmannanshire Social Services Strategic Overview and Business Plan.

The Fife and Forth Valley Community Justice Authority (CJA) Area Plan 2008-2011 identified seven outcomes for communities, three of which had some connection to prison-based social work. Elected Members demonstrated their interest in the prison through their involvement in the Prison Visiting Committee and the Fife and Forth Valley CJA though their role was constrained to an extent by the national role of the establishment. Social work managers told us that two elected members held portfolios for social services and criminal justice, one of whom was the depute chair for the Fife and Forth Valley CJA. These two members had visited the prison-based social work team along with the chief social work officer in the recent past.

4. SUMMARY OF STRENGTHS AND AREAS FOR IMPROVEMENT

The prison-based social work service at HMP Glenochil was making a positive contribution, particularly to risk assessment and ICM processes. The service was valued by other staff working in the prison. The team was well led and the work of team members was well supervised and supported. All were committed to providing a good service.

Notwithstanding the above, there had been some difficulties in retaining staff and long delays in recruiting staff. Clackmannanshire Council's senior managers had not sustained the necessary ongoing working relationships with SPS senior managers to regularly monitor, review and, where necessary, update the service contract. Prison-based social work team members were not very well integrated with Clackmannanshire's other criminal justice services, wider council social work services and the Forth Valley Criminal Justice Partnership.

Clackmannanshire senior managers acknowledged the negative impact of staff vacancies and evidenced recent attempts to address this issue. They said they were committed, together with SPS, to improving communication and improving the future strategic direction of the service.

We think that Clackmannanshire Council should consider the following areas for improvement:

1. The council, in collaboration with SPS and other providers, should develop ways to measure the differences services make to prisoners' needs and to the risks they present.
2. The council, in collaboration with SPS, should ensure that any referrals to, complaints about or comments on the prison-based social work service are treated in confidence.
3. The council should introduce ways of routinely finding out prisoners' and their families' views of the prison-based social work service.
4. The council and SPS should support the delivery of child protection training to appropriate SPS staff.

5. The council should initiate discussions with SPS and its partners about implementing adult protection procedures within the prison and when planning for release.
6. The council should confirm that all prison-based social work staff understand the important processes around Circular 18 and Hidden Harm.
7. The council's senior managers should re-establish routine formal contact with SPS managers to better monitor performance and establish a strategy for the future development of prison-based social work services at HMP Glenochil.
8. The council should address the recruitment and retention issues in the prison-based social work team.
9. The council's prison-based social work staff should be included in regular meetings about policy and service developments with criminal justice services staff in Clackmannanshire and the Forth Valley Partnership.

5. NEXT STEPS

Prison-based social work services, in conjunction with their partners in SPS, should ensure that they disseminate the findings of the inspection to key stakeholders including the prisoners to whom they provide a service. They should work with their stakeholders to develop an action plan that addresses the areas for improvement identified in this report. This action plan should be in place within three months of publication of the report.

SWIA has allocated a link inspector to each council in Scotland. Through these link inspector arrangements SWIA will monitor the progress of Clackmannanshire Council in implementing the action plan in collaboration with its partners.

GLOSSARY OF TERMS

Term	Explanation
Community Integration Plan (CIP)	The Community Integration Plan (CIP) is the SPS document that contains important information about the prisoner, their progress during the custodial sentence and their plans for release into the community.
Integrated Case Management (ICM)	ICM is the multi-agency approach used within the prison setting, which aims to reduce re-offending by ensuring that risks are identified and appropriate plans put in place for prisoners.
Links Centre	Links centres provide a location within which prisoners can access a number of community-based services. These services offer a range of information, advice and/or support: e.g. in relation to housing, employment, addiction, benefit entitlement and family relationships.
Multi-Agency Public Protection Arrangements (MAPPA)	MAPPA is the framework used by the responsible authorities (i.e. police, local authorities, the SPS and NHS Scotland) and a range of other agencies with a duty to co-operate to manage sex offenders in the community. The fundamental purpose of MAPPA is public safety and the reduction of serious harm.
Personal Officer	The personal officer is an SPS officer who offers direct support to a prisoner(s) during their custodial sentence and ensures that all service providers meet the agreed outcomes identified in the CIP.
Prisoner Records 2 (PR2)	PR2 is the SPS computerised prisoner record system.
Risk assessment	Risk assessment is a means of quantifying the probability that an event will occur/recur, or that an event that does occur will be harmful.
RA3 & RA4	A screening and detailed framework to help assess the risk of harm
RM2000	A risk assessment tool that predicts reconviction for a sexual offence within a defined period using information about the offender rather than clinical assessment
SA07	A risk assessment tool that predicts reconviction for a sexual offence, helps monitor factors underpinning acute escalation of risk and provides a breakdown of areas of need that may be treatment targets.
Schedule 1 Offenders	Offenders convicted of specified offences against children (specified in Schedule 1 of the Criminal Procedure [Scotland] Act 1995). The categorisation is life-long.
Statutory Supervision	Local authorities have a statutory responsibility to supervise all offenders who receive a custodial sentence of four years or more, as well as those sentenced to under four years who are made the subject to a Supervised Release Order/Extended Sentence Order and certain sex offenders who require to be supervised under Section 15 of the Management of Offenders Act 2005.
Voluntary Throughcare	Local authorities have a statutory responsibility to provide advice, support and assistance to prisoners who request such a service within 12 months of release from custody.

		<p>from residential staff. This is also explained to prisoners at induction.</p> <ul style="list-style-type: none"> Complaints/comments re social work service – prisoners are made aware at induction, that any complaints should be addressed either to the Team Manager or to Clacks Complaints Officer. Prisoners are advised that any such complaints or comments should be directed to either the Team Manager or Complaints Officer in writing and in a sealed envelope. There have been no instances where complaints or comments have been received any other way and are treated as confidential. A new induction process has been introduced initially for the new sex offender population and information regarding confidential referrals through the duty system and the complaints process is reiterated through this process. The Team Manager plans to meet with the relevant SPS managers to discuss rolling this process out to the entire population. 	<p>Issue already addressed. Induction process to be rolled out to all prisoners by April 2011.</p>
<p>3</p>	<p>The Council should introduce ways of routinely finding out prisoners' and their families views of the prison-based social work service.</p>	<ul style="list-style-type: none"> The Team Manager will develop and implement a questionnaire for all statutory prisoners who will have social work contact. This questionnaire will take place on an annual basis. A questionnaire for prisoners in the pre-release stage of their sentence will also be developed and issued prior to release. Contact with families is generally made only through the ICM process. The Team manager will discuss with the 	<p>April 2011</p> <p>April 2011</p>

		relevant SPS managers the development of a questionnaire for families to be tied in with the ICM case conferences attended by families.	
4	The Council and SPS should support the delivery of child protection training to appropriate SPS staff.	<ul style="list-style-type: none"> • This training has been offered to SPS staff by Clacks Council previously. • A meeting has now taken place between the Team Manager, a member of the social work team, the Training Manager in Glenochil and Clacks Training Manager to agree what training is required, the staff to be targeted and the requirements of the prison to allow staff to undertake the training. Clacks Training Manager is now liaising with the relevant child protection manager in Clacks to confirm the structure and timing of the training. This matter is ongoing. 	May 2011
5	The Council should initiate discussions with SPS and its partners about implementing adult protection procedures within the prison and when planning for release.	<ul style="list-style-type: none"> • SPS already manage vulnerable adults through existing Health Services processes. • All social work staff attend Clacks vulnerable adult training. • Social work staff are available to SPS for consultation regarding Clacks prisoners if required; however, as Glenochil is a national prison, very few Clacks prisoners come under this category. • The SPS operate a national Child Protection policy and are likely therefore to wish to implement a national vulnerable adult policy. It is unlikely therefore that there will be procedures developed for Glenochil beyond the existing processes already in place for Health professionals. 	Local issue already addressed – no action. No appropriate action re national policy.

		<ul style="list-style-type: none"> All issues relating to vulnerable adults will be managed through ICM and the existing pre-release processes. 	
6	The Council should confirm that all prison-based social work staff understands the important processes around Circular 18 and Hidden Harm.	<ul style="list-style-type: none"> All social work staff are issued with Circular 18 guidance when they join the team. All Schedule One cases are routinely discussed during supervision, including compliance with Circ 18. The Team manager will re-issue the Circular 18 guidance to all social work staff and ensure they fully understand this through a team discussion. A copy of the Hidden Harm document is available to all social work staff. Hidden Harm referrals are generally dealt with by the Enhanced Addiction Casework Team in Glenochil. The Team Manager will ensure that all social work staff are issued with guidance regarding Hidden Harm and with guidance relating to the arrangements for dealing with these referrals in Glenochil, as well as ensuring that all social work staff are aware of where the Hidden Harm document can be accessed in the team room. 	<p>Dec 2010-11-02</p> <p>Dec 2010</p>
7	The Council's senior managers should re-establish routine formal contact with SPS managers to better monitor performance and establish a strategy for the future development of prison-based social work services at HMP Glenochil.	<ul style="list-style-type: none"> The Clackmannanshire Improvement Model is currently being implemented and will be introduced in to the prison social work team. The Service Manager and Team Manager will also arrange to meet with the Governor and the relevant SPS managers to discuss service delivery and development in relation to the 	<p>April 2011</p> <p>Feb 2011</p>

		<p>implementation of the national Service Level Agreement.</p> <ul style="list-style-type: none"> • The monthly performance management meeting between the Team Manager and relevant SPS manager is ongoing as is the the submission of monthly statistics to the SPS. The Team manager will ensure that copies of the minutes of these meetings and the statistical returns are routinely copied to the Service Manager and the Governor. • The Service Manager and Team manager will ensure that quarterly meetings are introduced with the Governor and relevant SPS managers, in line with SLA recommendations. 	<p>Dec 2010</p> <p>Jan 2011</p>
8	<p>The Council should address the recruitment and retention issues in the prison-based social work team.</p>	<ul style="list-style-type: none"> • Vacant posts are now advertised immediately. • The Service manager and Team Manager are currently exploring options for dealing with long term absences through sickness to ensure adequate social work resources are available in the future. • Arrangements for covering administrative posts vacant through long term sickness are already in place with cover being provided by Clackmannanshire Council. 	<p>Issue already addressed – no action Jan 2011</p> <p>Issue already addressed – no action.</p>
9	<p>The Council's prison-based social work staff should be included in regular meetings about policy and service developments with criminal justice services staff in Clackmannanshire and the Forth Valley Partnerships.</p>	<ul style="list-style-type: none"> • Clacks Council Criminal Justice Managers now meet on a monthly basis to discuss the service and service developments. • The Team Manager now receives regular invitations to other relevant service and Council meetings. • The prison and community 	<p>Issue already addressed – no action.</p> <p>Issue already addressed – no action.</p> <p>Nov 2010</p>

		<p>CJS teams will meet with Senior Managers in Clacks Council in November.</p> <ul style="list-style-type: none">• A joint prison and community CJS team meeting has been scheduled for November and it is anticipated that this will become a regular feature of the overall CJS in Clacks.	Nov 2010
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