

Justice Social Work Performance Management Framework

Justice social work delivers a range of statutory and non-statutory services to individuals in the justice system across the spectrum of risk and need. The justice social work service seeks to make Aberdeen a safer place in which to live, work and socialise by reducing offending, increasing the social inclusion of offenders and ex-offenders and enhancing public protection.

Our aim is to contribute to building safer, fairer, more inclusive communities based on equality, hope and compassion. The attainment of four key objectives will help achieve that aim:

1. **To contribute to the creation of safer and fairer communities**
2. **To fairly, effectively and proportionately implement court orders and release licences**
3. **To reduce offending by promoting desistance**
4. **To promote the social integration of people with convictions**

Strategic Connections

The Scottish Government's [National Performance Framework](#) outlines a vision for the national wellbeing covering a range of economic, health, social and environmental outcomes and objectives.

Justice social work is delegated by Aberdeen City Council to the Aberdeen Health and Social Care Partnership's (ACHSCP) Integration Joint Board (IJB) as set out by the Public Bodies (Joint Working) (Scotland) Act 2014. The partnership [Strategic Plan 2019-22](#) sets out the priority objectives (Prevention; Resilience; Personalisation; Connections; Communities) for all of the delegated functions and services. In addition, the Scottish Government have outlined those [national health and wellbeing outcomes](#) which all partnerships must strive towards.

ACHSCP is a statutory member of the local community planning partnership, 'Community Planning Aberdeen'. The Community Empowerment (Scotland) Act 2015 sets out how public bodies should work together with their local communities to design and deliver better services. There is a strong alignment between the integration partnership's strategic plan and the community planning partnership's [Local Outcome Improvement Plan 2016-26](#). This improvement plan outlines the "Prosperous People" stretch outcomes that will be sought to promote the safety and wellbeing of the local population and contribute to the city's overall prosperity.

AHSCP is also a statutory community justice partner and as such has a shared responsibility for the strategic planning and delivery of local community justice services. The new community justice model is underpinned by the Community Justice (Scotland) Act 2016 which sets out the

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[Outcomes, Performance and Improvement Framework](#) as guidance to community justice partners on how to improve their local outcomes. Community Justice Scotland, the national corporate body has also produced a [National Strategy for Community Justice](#) designed to help community justice partners prioritise key areas, facilitate improvement and support communities to realise its vision of the country being safer, fairer and more inclusive.

Justice Social Work practice in Scotland is underpinned by National Outcomes and Standards (NOS) whose aim is to increase public awareness and understanding of the effectiveness of the interventions, many of them complex, that are undertaken.. The NOS defines outcomes, outlines consistent standards of practice and sets out principles of best practice in three key areas: public protection, justice and social inclusion.

Performance Framework

This framework, shown below, captures the scale and complexity of the justice service. It shows a coherent alignment between service outcomes and objectives, the Care Inspectorate's own outcomes, performance and improvement framework and those indicators which best demonstrate the efficiency and effectiveness of the service.

It is envisaged that the Performance Management Board will discuss performance trends against these indicators on a quarterly basis with an annual report being presented to the Risk, Audit and Performance committee.

The service knows and understands the clients with whom it works. It has been praised for the relationships that its practitioners develop and maintain and the progress made in respect of individual and statutory outcomes, no matter the complexity of need and the challenges that can arise from this. It is hoped that the implementation of this framework across the service will result in the discussion of quality, performance and improvement matters being even more embedded alongside a more coherent and co-ordinated overview of the informed insights that guide our practice and interventions.

Table 1.1 JSW Outcomes, Objectives and Indicators

Outcomes	Objectives	Themes	Outcomes, Performance and Improvement Framework Indicators	Service PIs	Reporting Frequency
Increased community safety and public protection.	To contribute to the creation of safer and fairer communities	Collaboration with other Community Justice partners	2.2 Impact on victims	• Number of CPOs	Quarterly
		Community Empowerment	2.3 Impact on families	• Number of individuals on CPOs	Quarterly
			4.1 Impact on the Community	• Number of Unpaid Work and Other Activity requirements	Quarterly
		Victim/Family/Community Experiences and Opinions		• Number of UPW hours completed total	Annually
	• Number of individuals released on licence		Quarterly		
	• Number of Significant Incident Reviews (SIRs)/Significant Case Reviews		Quarterly		
	• Number of MAPPA clients (All Levels)		Annually		
	An efficient and effective justice social work service.	To fairly, effectively and proportionately implement court orders and release licences	Initial contact/engagement with individuals.	9.4 Leadership of improvement and change	• QA Reports/ Case files
Timely, person-centred and effective interventions			5.1 Providing help and support when it is needed	• Proportion of LSCMI assessments completed within 20 working days	Quarterly
			5.2 Assessing and responding to risk and need	• Proportion of current Orders with a LSCMI-generated case management plan	Quarterly
				• Number of Caledonian assessments, requirements and non-Caledonian CPOs imposed for domestic abuse offences	Quarterly
Where risk of serious harm is identified, there is evidence of use of multi-agency			5.3 Planning and providing effective intervention	• Number of new CPO individuals seen within one working day	Quarterly
			• Number of first induction/case management meetings within 5 days	Quarterly	
			• Number (%) of successful CPO completions	Quarterly	
Reduction in offending.					

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Outcomes	Objectives	Themes	Outcomes, Performance and Improvement Framework Indicators	Service PIs	Reporting Frequency
Increased social inclusion		risk management processes as appropriate	5.4 Involving people who have committed offences and their families	• Number (%) of CPO breach applications	Quarterly
		• Number (%) of CPO breach outcomes	Annually		
		• Number (%) of UPW orders which commenced within 7 days.	Quarterly		
		Fulfilling statutory duties	6.1 Policies, procedures and legal measures	• Number (%) of UPW requirements completed within specified timescales	Quarterly
		• Average time to complete UPW requirements	Quarterly		
	To reduce offending by promoting desistance	Involvement of clients in service development/ improvement activities	2.1 Impact on people who have committed offences	• Number of Supervision Exit Questionnaires (EQ) received	6 monthly
		• Comparison of 'before' and 'after' EQ scores		6 monthly	
		Building towards desistance		• Number of UPW Exit Questionnaires received	6 monthly
		• Number of UPW hours undertaken on individual placements		Annually	
		• Individual placement provider feedback		Annually	
		• Number (%) of first reviews held within 3-month timescale		Quarterly	
		• Number of re-engagement reviews held		Quarterly	
				• Number of people on Diversion	Quarterly

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Outcomes	Objectives	Themes	Outcomes, Performance and Improvement Framework Indicators	Service PIs	Reporting Frequency
	To promote the social inclusion of people with convictions	Complex, inter-dependent needs Alternatives to statutory orders	1.1 Improving the life chances and outcomes of people in the justice system	• Number of successful Diversion completions	Quarterly
• Number of Fiscal Work Orders				Quarterly	
• Number of people on Bail Supervision				Quarterly	
• Number of successful Bail Supervision completions				Quarterly	
• Number of people on Problem-Solving				Quarterly	
• Number of successful Problem-Solving completions				Quarterly	
• Number of people on Structured Deferred Sentences				Quarterly	
• Number of people on successful Structured Deferred Sentences completions				Quarterly	
• Number of Women supported by the Women's Centre				Quarterly	
• Number of 16/17 year olds on CPOs				Quarterly	
• Number of referrals to Support Work team	Quarterly				

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