



Aberdeen City Health & Social Care Partnership

*A caring partnership*

# **Justice Social Work Service**

## **Delivery Plan**

**2021 - 2024**



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## 1. Introduction

Following the publication of the Health and Social Care Partnership's [Strategic Plan 2019-2022](#) in April 2019, key delegated functions and services including the Justice Social Work service were asked to produce a service-specific Delivery Plan showing their planned activities and initiatives over the next few years in line with the Strategic Plan and the [Local Outcome Improvement Plan \(LOIP\)](#),

The service is diverse, complex and busy and consists of Caledonian, Community Payback Orders (CPO) x 3, Connections Women's Service, Pre-Disposal, Throughcare, Unpaid Work, Support Work and Admin. teams. Its primary remit is to provide statutory supervision and support to individuals who have offended, using interventions which are proportionate to risk and need. This supervision ranges from low level for those on Diversion to very high level, usually with multi-agency support, for the "critical few" who pose significant public protection concerns.

This Delivery Plan is believed to be the first attempt in recent years to outline a coherent overview of the operation and ambitions of the local Justice service; it details the key strategic outcomes and objectives that we wish to focus on over the next three years and how we aim to achieve these in order to improve the experiences and outcomes of the individuals who use our service.

### 1.1 Our Vision and Values

Our vision frames our ambitions and expectations; it is a pivotal point of reference for all of our proposed activities and initiatives. Our values are the pillars that shape the identity of the service and help explain why we do the things we do, in the manner that we do; they are evident in all of our activities and underpin all our intentions.

Our vision for the Justice Social Work service is honest and straightforward:

**“Every person that we work with achieves the best possible individual and statutory outcomes”**



Our JSW service values are:



The impact of our vision and values is that the individuals with whom we work:

- Feel valued
- Feel safe
- Feel that they are being treated with dignity and respect
- Feel listened to/included
- Feel that they have been treated fairly
- Feel supported and empowered to make positive change
- Feel they have a good relationship with their supervising social worker
- Increase their self-efficacy

Putting these social work values into practice is an important service activity and priority. A statutory order or licence may be the reason for someone's initial contact with the service but the motivation to continue is soon driven by how our practitioners engage with their service users, the subsequent, mostly positive experiences that are voiced and the collaborations that are undertaken to achieve individual and statutory outcomes.

## 1.2 Our Outcomes and Objectives

There are four key outcomes for Justice Social Work services:

- provide an efficient and effective service
- increased community safety and public protection;



- reduction in offending
- increased social inclusion.

Our objectives are framed by these desired outcomes, by the national Community Justice Outcomes, Performance and Improvement Framework, national policy and strategy developments, feedback from partners including the criminal justice professionals who work as part of the JSW Service, clients of the service, wider community members and partner organisations and services; they are also underpinned by current research and evidence.

The objectives of the JSW Service, the attainment of which will help us to fulfil our vision, are:

- **To contribute to the creation of safer and fairer communities**
- **To fairly, effectively and proportionately implement court orders and release licences**
- **To reduce offending by promoting desistance**
- **To promote the social inclusion of people with convictions**

Our strategic vision, values and objectives underpin all of our relationships and activities. We have a strong understanding of who our clients are and are determined to work closely with them and appropriate others to deliver positive individual and statutory outcomes

## 2. Our Strategic Context

All Justice Social Work services operate within a robust legal framework and a rich strategic context at both a national and local level.

### 2.1 The National Context

The [National Outcomes and Standards](#) provides clear guidance on the delivery of justice social work services. Other key strategic documents include [Justice in Scotland: vision and priorities](#), the [Strategy for Community Justice](#), and a [Community Justice Outcomes Performance and Improvement Framework](#).

### 2.2 The Local Context

Investing in early intervention and prevention is a core principle of Community Planning Aberdeen (CPA) that underpins every discussion, decision and action across its statutory partners.

A comprehensive [Population Needs Assessment](#) was initially undertaken in 2016 as part of the development of our [Local Outcome Improvement Plan \(LOIP\)](#). This Needs Assessment



(revised in 2018) provides a strong evidence base for the needs of our local communities and targeted improvement activities and initiatives.

Priorities for improvement of ‘community justice’ outcomes as required by the Community Justice (Scotland) Act 2016 are embedded into the City’s LOIP, rather than there being a separate Community Justice Outcome Improvement Plan. The [Community Justice Assessment of Need](#) has informed and influenced these priorities.

Our community planning vision is that Aberdeen is ‘a place where all people can prosper’. The LOIP sets out a ten-year plan outlining how this vision will be realised in partnership with local people, places and communities. Key (community justice) priorities in the LOIP include:

- **25% fewer young people (under 18) charged with an offence by 2026.**
- **25% fewer people receiving a first ever Court conviction each year by 2026.**
- **2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026.**

The Justice service is contributing towards a number of specific improvement projects which are being progressed in order to achieve these Stretch Outcomes; activities and initiatives that are outlined in this Delivery Plan will also contribute to these priorities.

The overarching aim of the health and social care partnership is to provide integrated services which improve people’s health and wellbeing. Its [Strategic Plan 2019-2022](#) sets out a number of Strategic Aims which underpin the contents of this Delivery Plan.

Strategic Aim	What does this mean?
Prevention	Working with our partners to achieve positive health outcomes for people and address the preventable causes of ill-health in our population.
Resilience	Supporting people and organisations so they can cope with and, where possible, overcome the health and wellbeing challenges they might face.
Personalisation	Ensuring that the right care is provided in the right place and at the right time when people are in need.
Connections	Develop meaningful community connections and relationships with people to promote better inclusion, health and wellbeing and to reduce social isolation.
Communities	Working with our communities, recognising the valuable role that people have in supporting themselves to stay well and supporting each other when care is needed.

These strategic aims were of course written for all of the partnership’s delegated functions and services but they have a strong, particular relevance to the work of the Justice Social Work service.



### 3. Our Service Delivery

We have a strong and well-informed understanding of who our clients are. The majority of individuals with whom we work present with a range of complex needs arising from backgrounds of family breakdown, parental/carer drug/alcohol/mental health/domestic abuse problems, physical/ emotional/ sexual abuse and trauma, a lack of stability and consistency in housing, schooling and professional supports and, all too often, a poverty of aspiration for themselves. All of these are factors associated with high needs and risks and sometimes high risk of harm to self and others.

Our staff are responsive to these increasingly complex needs and risks; we know what will work. The core principles of early intervention and prevention permeate planning and delivery at all levels of the service and we work in partnership with a range of agencies, services and other stakeholders as appropriate. We are committed to our professional responsibilities to respond accordingly to deliver outcomes that improve lives, reduce re-offending and protect the public.

Not only does the justice social work service know its client base and what interventions will be appropriate and successful, it also has the evident professional capabilities to deliver that person-led, criminogenic-informed practice. The [Hard Edges](#) report (2019) highlighted the value of justice social work services, including Aberdeen City, for their 'stickability' in dealing with severe and multiple disadvantage (homelessness, substance misuse and offending) and being able to demonstrate improved outcomes for individuals.

The report shows the extent to which justice services are used as a last resort safety net and more particularly, it also states that "the existence of a court order appeared to be the necessary passport for access not only to an array of health and other support services but also the main route through which any kind of co-ordination of care occurred for people facing significant multiple disadvantage, if indeed, it occurred at all. Criminal justice social workers were praised by some people with lived experience as the most consistent and helpful service they had encountered. Front-line service providers too, generally acknowledged, that justice teams provided the 'stickiest' and most pro-active support that adults facing significant multiple disadvantage could expect".

This value has also been recognised by the recent inspection (2020) of the service by the Care Inspectorate which said that the support provided by the justice service is having a transformative impact and that service users experience "compassionate, consistent, focused and flexible support which frequently exceeds their expectations and is enabling positive change".



#### 4. Our Commitments

Objectives	Themes	Quality Indicators	Actions	Date
To contribute to the creation of safer and fairer communities	Collaboration with other Community Justice partners		<ul style="list-style-type: none"> <li>The JSW service will continue to play a full and active part in appropriate Community Justice discussions and activities in relation to the LOIP.</li> </ul>	2021-24
	Community Empowerment	2.2 Impact on victims	<ul style="list-style-type: none"> <li>The JSW service will support the implementation of the partnership's new three-locality model so that it best meets the needs of JSW clients, victims and communities.</li> </ul>	2021-24
	Victim/Family/Community Experiences and Opinions	2.3 Impact on families		
		4.1 Impact on the Community	<ul style="list-style-type: none"> <li>We will seek the <u>appropriate</u> involvement of victims and families of the individuals with whom we work.</li> </ul>	2022
		9.4 Leadership of improvement and change	<ul style="list-style-type: none"> <li>We will seek to increase staff confidence in the use of accredited assessment tools including the assessment and analysis of serious harm.</li> </ul>	2021-22
	Contribute to prevention and early intervention		<ul style="list-style-type: none"> <li>Undertake a whole service needs analysis including a review of currently commissioned services to determine future third sector provision, and explore the feasibility of appropriate social enterprises to meet the needs and aspirations of the individuals with whom we work.</li> </ul>	2021-23
To fairly, effectively and proportionately	Timely, person-	5.1 Providing help and support when it is needed	<ul style="list-style-type: none"> <li>We will strengthen our compliance in meeting expected timescales for assessments and case management plans.</li> </ul>	2021
		5.2 Assessing and responding to risk and need	<ul style="list-style-type: none"> <li>We will improve our consistency in undertaking 1<sup>st</sup> reviews within expected timescales.</li> </ul>	2021
			<ul style="list-style-type: none"> <li>We will improve our consistency in undertaking home visits in response to risk/ needs / disengagement</li> </ul>	2022





Objectives	Themes	Quality Indicators	Actions	Date
implement court orders and release licences	centred and effective interventions	5.3 Planning and providing effective intervention	<ul style="list-style-type: none"> <li>We will improve the numbers of first induction/case management meeting taking place with 5 days of an Order being imposed.</li> </ul>	2022
		5.4 Involving people who have committed offences and their families	<ul style="list-style-type: none"> <li>Service effectiveness will be reported regularly to the JSW Best Practice group and Performance Management Board and appropriate improvements agreed in respect of this.</li> </ul>	2021-24
	Managing risk and maintaining close working relationships with partners in relation to individuals who pose high risk of harm and issues of public protection	6.1 Policies, procedures and legal measures	<ul style="list-style-type: none"> <li>To improve their individual effectiveness, JSW teams will develop, where desirable/necessary, their own team-specific Improvement Plan. These will be monitored by the Performance Management Board.</li> </ul>	2021-24
		6.4 Performance management and quality assurance	<ul style="list-style-type: none"> <li>We will be more consistent with our Quality Assurance and will strengthen our reporting of service matters to the Clinical and Care Governance group and committee and also the IJB as appropriate.</li> </ul>	2021-24
To reduce offending by promoting desistance	Involvement of clients in service development/improvement activities	2.1 Impact on people who have committed offences	<ul style="list-style-type: none"> <li>We will improve the capture, analysis and use of qualitative data.</li> </ul>	2022
			<ul style="list-style-type: none"> <li>We will improve our completion rates for Exit Questionnaires. We will also seek to capture better the views of those individuals who are disengaged from the service and those who do not complete their Orders. We will evidence the improvements we are making from EQ and other feedback discussions.</li> </ul>	2022
	<ul style="list-style-type: none"> <li>We will improve the quality of our drug and alcohol assessments.</li> </ul>		2022	
	Building towards desistance		<ul style="list-style-type: none"> <li>Our social work practice will continue to person-led, structured, resilient and flexible; Staff supervision will</li> </ul>	2021-24



Objectives	Themes	Quality Indicators	Actions	Date
			ensure that this practice is appropriate, supportive and working in the best interests of the individual whether statutory or voluntary.	
To promote the social inclusion of people who have committed offences	Complex, inter-dependent needs  Alternatives to statutory orders	1.1 Improving the life chances and outcomes of people in the justice system	<ul style="list-style-type: none"> <li>We will seek to provide as part of our UPW Improvement Plan, more learning opportunities and placements which encourage meaningful links with the local community.</li> </ul>	2021-24
			<ul style="list-style-type: none"> <li>Drugs and Alcohol training will be provided to the JSW workforce.</li> </ul>	2021-24
			<ul style="list-style-type: none"> <li>Mental Health training will be provided to the JSW workforce.</li> </ul>	2021-24
			<ul style="list-style-type: none"> <li>We will link with other services as appropriate to improve in particular, housing, health, employment and financial outcomes for the individuals with whom we work.</li> </ul>	2021-24
			<ul style="list-style-type: none"> <li>We will promote alternatives to statutory orders such as Bail Supervision, Diversion, Fiscal Work Orders, Problem-Solving and Structured Deferred Sentences.</li> </ul>	2021-24
			<ul style="list-style-type: none"> <li>We will identify, evaluate and take forward for discussion with appropriate ACC colleagues, available commercial properties that have the potential to meet the needs of the UPW service.</li> </ul>	2021-2024
			<ul style="list-style-type: none"> <li>Seek to raise public awareness of the role, remit and scope of Justice Social Work by developing its digital profile across different platforms.</li> </ul>	2021-24



## 5.0 Conclusion

The justice social work service is an integral element of the community justice jigsaw working directly with individuals who have offended who often have complex, chaotic lives and some of whom present a risk of serious harm to themselves or others. The professional desire to be a stable presence providing consistent, and where necessary, challenging, advice and support contributes to positive relationships between our practitioners and the individuals with whom they work and the attainment of relevant outcomes.

This Delivery Plan is a strategically coherent plan showing how a justice social work service that is already effective in many ways will strive to improve further individual and statutory outcomes for the people that it works with.

That said, it is difficult to say at the time of writing what enduring impact the Covid-19 pandemic will have on our justice service delivery. As and when appropriate, we will undertake a post-Covid review of the service and adjust our working practices accordingly. In addition, we will review these planned actions on an annual basis to ensure that those which are still to be completed remain relevant and fit-for-purpose.

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Version control table:	1.0 - 2021
Approval history:	IJB 06/07/2021
Implementation:	July 2021