

Delivery Plan Update June 2022

Objectives	Themes	Quality Indicators	Actions	Date	Comments
To contribute to the creation of safer and fairer communities	Collaboration with other Community Justice partners	2.2 Impact on victims	<ul style="list-style-type: none"> The JSW service will continue to play a full and active part in appropriate Community Justice discussions and activities in relation to the LOIP. 	2021-24	<p>The JSW is actively contributing to the following charters:</p> <ul style="list-style-type: none"> My Way to Employment Ensuring people on community sentences and liberated from prison have better access to services Changing attitudes about domestic abuse in all its forms and ensuring victims receive access to the right support Tackling Domestic Abuse Access to mental health support Increase [proportion of reported] Hate Crime Reduce drug related deaths from custody
	Community Empowerment	2.3 Impact on families	<ul style="list-style-type: none"> 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. 	2021-24	<p>Developments so far include:</p> <ul style="list-style-type: none"> JSW representatives attend locality meetings Senior Social Workers from 3 CPO Teams aligned with localities Unpaid Work Team undertaking work across all localities in response to need Clients/ victims seen in their own localities as appropriate
	Victim/Family/Community Experiences and Opinions	4.1 Impact on the Community			
	Contribute to prevention and early intervention	9.4 Leadership of improvement and change	<ul style="list-style-type: none"> We will seek the appropriate involvement of victims and families of the individuals with whom we work. 	2022	<p>Caledonian Women's Support Workers currently support 264 women in City and Shire. The number of Caledonian Programme Requirements on caseloads has increased by 35% in the past year with all associated victims (partners and ex-partners) offered support.</p>

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			<ul style="list-style-type: none"> We will seek to increase staff confidence in the use of accredited assessment tools including the assessment and analysis of serious harm. 	2021-22	Contact has been made with the Risk Management Authority and we await further training. Difficulties in accessing training is part of a national agenda.
			<ul style="list-style-type: none"> Undertake a whole service needs analysis including a review of currently commissioned services to determine future third sector provision. 	2021-22	Currently commissioned services will be gradually reviewed during the year to establish whether they are still fit for purpose in the post-Covid justice system and identify areas for change, development and improvement. The issue of commissioned services is part of the national agenda with consideration being given to national commissioning.
To fairly, effectively and proportionately implement court orders and release licences	Timely, person-centred and effective interventions Managing risk and maintaining close working relationships with partners in	5.1 Providing help and support when it is needed	<ul style="list-style-type: none"> We will strengthen our compliance in meeting expected timescales for assessments and case management plans. 	2021	LSCMI risk/needs assessment should ideally be completed within 20days, although the system itself does not include a means to collect this information. LSCMI has now been moved from local authorities to a national server and we have asked the Justice Directorate to adapt the system so as to produce meaningful data reports for JSW Service Managers including compliance with 20 day timescales. Current glitches in the national system have meant that we have had to revert to paper-based assessments which will then have to be manually input when the issues are resolved. This has resource implications.
		5.2 Assessing and responding to risk and need	<ul style="list-style-type: none"> We will improve our consistency in undertaking 1st reviews within expected timescales. 		
		5.3 Planning and providing effective intervention			

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	<p>relation to individuals who pose high risk of harm and issues of public protection</p> <p>Fulfilling statutory duties</p>	5.4 Involving people who have committed offences and their families	<ul style="list-style-type: none"> We will improve our consistency in undertaking home visits in response to risk/ needs / disengagement 	2022	The QA Light and Review process is intended to pick up issues around the appropriate use of home visits as early as possible.
		6.1 Policies, procedures and legal measures 6.4 Performance management and quality assurance	<ul style="list-style-type: none"> We will improve the numbers of first induction/case management meeting taking place with 5 days of an Order being imposed. 	2022	<p>Improvement in this area has not been possible for Covid related reasons. More specifically because first contacts usually take place in the JSW office adjacent to the court and the court and office were closed for lengthy periods during lockdowns; working from home; limited interview space; staff/client sickness; delays in paperwork; virtual court complications etc.</p> <p>Whilst we had managed to achieve 80% in 19/20, this was reduced to 60% in 21/22. We would hope to improve this in the current year as restrictions are relaxed but other changes to the system may have an impact.</p>
			<ul style="list-style-type: none"> Service effectiveness will be reported regularly to the JSW Best Practice group and Performance Management Board and appropriate improvements agreed in respect of this. 	2021-24	These groups were impacted upon by Covid but are now set to be re-established on a quarterly basis. Previously identified improvements will require to be reviewed in the light of changes in the justice system; the introduction of new legislation and guidance (most notably around electronic monitoring and bail); staffing issues; backlogs and fatigue.
			<ul style="list-style-type: none"> To improve their individual effectiveness, JSW teams will develop, where desirable/necessary, their own team-specific Improvement Plan. These will be monitored by the 	2021-24	Improvement Plans are currently in place for Women's Services and Unpaid Work. These need to be reviewed post-Covid to ensure that their respective ambitions remain appropriate and achievable.

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			Performance Management Board.		
			<ul style="list-style-type: none"> 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. 	2021-24	Quarterly Audits are planned for 2022. There is an enhanced SW report, including the justice service provided regularly to the CCG group for its consideration and scrutiny.
To reduce offending by promoting desistance	Involvement of clients in service development/improvement activities Building towards desistance	2.1 Impact on people who have committed offences	<ul style="list-style-type: none"> We will improve the capture, analysis and use of qualitative data. 	2022	Weekly, quarterly, annual and team specific data is currently produced but it is anticipated that the introduction of D365 in July 2022 will enable the production of more qualitative information.
			<ul style="list-style-type: none"> We will improve our completion rates for Exit Questionnaires. We will also seek to capture better the views of those individuals who do not complete their Orders. We will evidence the improvements we are making from EQ and other feedback discussions. 	2022	This is ongoing as the number of Exit Questionnaires completed in 2021/22 has been low – Unpaid Work 101; Supervision 56. Responses reflect people’s experience of both JSW and the pandemic but the number of people who had issues at the start of their CPO and who reported improvement in at least one domain at the end was high at 88%. Highlights – the areas where most people reported improvement were: Drugs, Mental Health, Self-Esteem, Coping Skills Lowlights – least reported improvements were: Personal Relationships, Physical Health We are planning to review the format and use of the Current Exit Questionnaire system and to better involve service users in the development of the service.

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			<ul style="list-style-type: none"> We will improve the quality of our drug and alcohol assessments. 	2022	Training to assist with this is planned for 2022.
			<ul style="list-style-type: none"> Our social work practice will continue to be person-led, structured, resilient and flexible; Staff supervision will ensure that this practice is appropriate, supportive and working in the best interests of the individual whether statutory or voluntary. 	2021-24	Staff supervision has been maintained throughout the pandemic, albeit virtually, plus a Senior Social Worker is available at all times for support, advice and guidance.
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"> 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. 	2021-24	<p>Opportunities in this area were extremely limited due to the pandemic when third sector providers were for the most part closed. Whilst our Unpaid Work Team premises were closed during total lockdown, we attempted to restart activities as soon as it was safe to do so, albeit on a very limited basis. The UPW staff team were very creative in developing materials and meaningful tasks to enable unpaid workers to complete their Orders despite the pandemic. Please see attached CPO Annual Report which focuses primarily on the Unpaid Work element of Community Payback Orders in 20/21.</p> <p>The fact that some we managed to support some individuals to complete their orders has meant that we have less of a backlog than some other authorities.</p>
			<ul style="list-style-type: none"> Drugs and Alcohol training will be provided to the JSW workforce. 	2021-24	As above, training is planned for 2022.

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			<ul style="list-style-type: none"> Mental Health training will be provided to the JSW workforce. 	2021-24	This forms part of a LOIP Charter and is ongoing.
			<ul style="list-style-type: none"> 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. 	2021-24	The pandemic has had a positive effect on some aspects of joint working, most notably between JSW, Scottish Prison Service, Substance Misuse and third sector.
			<ul style="list-style-type: none"> We will promote alternatives to statutory orders such as Bail Supervision, Diversion, Fiscal Work Orders, Problem-Solving and Structured Deferred Sentences. 	2021-24	Covid had a major impact on all of these areas of work such that, numbers are only now picking up. New legislation and guidance around the use of Electronic Monitoring in a number of areas of work is due to commence on 17 th May 2022. We will monitor the use, implementation, practice and wider impact on a quarterly basis.
			<ul style="list-style-type: none"> Seek to raise public awareness of the role, remit and scope of Justice Social Work 	2021-24	Community Justice Scotland is undertaking a profile-raising exercise in 2022 which will include JSW.