

## Delivery Plan Update August 2023

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"> <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	<p>The JSW is actively contributing to the following charters:</p> <ul style="list-style-type: none"> <li>Ensuring people on community sentences and liberated from prison have better access to services</li> <li>Changing attitudes about domestic abuse in all its forms and ensuring victims receive access to the right support</li> <li>Tackling Domestic Abuse</li> <li>Access to mental health support</li> <li>Increase [proportion of reported] Hate Crime</li> <li>Reduce drug related deaths from custody</li> </ul>
	Community Empowerment	2.3 Impact on families	<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	<p>Developments so far include:</p> <ul style="list-style-type: none"> <li>JSW representatives attend locality meetings</li> <li>Senior Social Workers from 3 CPO Teams aligned with localities</li> <li>Unpaid Work Team undertaking work across all localities in response to need</li> <li>Clients/ victims seen in their own localities as appropriate</li> </ul>
	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"> <li>We continue to seek the <u>appropriate</u> involvement of victims and families of the individuals with whom we work.</li> </ul>	2021-24	<p>The Covid backlog is now being dealt with, Caledonian Women's Support Workers currently support an average of 200 women in City and Shire. The number of Caledonian Programme Requirements increased by 35% last year and continues to remain consistent with all associated victims (partners and ex-partners) offered support.</p> <p>A Children's worker has been appointed to support children</p>

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					<p>exposed to domestic abuse.</p> <p>Parole Board Scotland, Safe Space Project - Aberdeen JSW have joined the national network of Local Authorities providing a safe space for victims to enable them to attend Parole Hearings remotely within JSW premises and with support.</p>
			<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>	<p>2021-24</p>	<p>Post Covid the Risk Management Authority have reinstated the rolling programme to provide Risk of Serious Harm (ROSH) Training which is offered to all relevant qualified SW staff and will be ongoing as part of a national agenda.</p> <p>Aberdeen JSW have a dedicated Throughcare Team who work directly with individuals who have been convicted of Serious Harm offending. This staff group have been prioritised for the ROSH training, they hold the majority of such cases and will work with those convicted from Justice Social Work Report stage, through the individual's custodial sentence where they will hold the case jointly with Prison based Social Work and then when released on licence to the community.</p> <p>Many of these cases, dependent on the individual's assessed risk of causing serious harm, will result in their case being managed under Multi Agency Public Protection Arrangements (MAPPA). This forum includes representatives from Police, Health, Community based and Prison based Justice Social Work, Children and Families Social Work, Housing and the Scottish Prison Service. All cases within Mappa include registered sex offenders, high risk violent offenders in the community or in custodial settings with potential release hearings or restricted patients (where</p>

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			<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.</li> </ul>	2021-24	<p>appropriate), have risk management plans proposed by the lead agency to be taken forward by multi agency partners, these are agreed and reviewed at appropriate intervals (dependent on agreed risk/needs levels). This promotes safer communities on an agreed multi agency basis.</p> <p>Currently commissioned services are reviewed as part of the monitoring process. The contract of one of the JSW commissioned services is under review, the contract has been extended whilst the tendering process is progressed. This process will include identifying areas for change, development and improvement.</p> <p>The issue of commissioned services is part of the national agenda with consideration being given to national commissioning should JSW be included in the National Care Service.</p>
To fairly, effectively and proportionately implement court orders and release	<p>Timely, person-centred and effective interventions</p> <p>Managing risk and maintaining</p>	<p>5.1 Providing help and support when it is needed</p> <p>5.2 Assessing and responding to risk and need</p> <p>5.3 Planning and providing</p>	<ul style="list-style-type: none"> <li>We will strengthen our compliance in meeting expected timescales for assessments and case management plans.</li> </ul>	2021-24	<p>The LSCMI risk/needs assessment was moved from locally based to a national database system in 2021, on 02 March 2022 the entire system had to be withdrawn due to glitches in the system which affected the risk/needs outcome of the assessment and which was highlighted in national media. A lengthy remediation process began immediately, the system was overhauled with the Scottish Government taking the lead with a national group of JSW Service Managers and the service provider on board.</p> <p>This meant JSW reverting to paper based risk/needs assessments which had resource issues for completion of these and complications in terms of the transfer of cases between Local Authorities and prisons. The system was</p>

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licences	close working relationships with partners in relation to individuals who pose high risk of harm and issues of public protection	effective intervention 5.4 Involving people who have committed offences and their families 6.1 Policies, procedures and legal measures			reinstated in it's entirety in August 2023 and work is now being undertaken to input the backlog of assessments as well as using the tool ongoing.  Quality assurance and monitoring of our compliance with expected timescales had relied upon regular reviews of case supervision ensuring compliance, however, the reintroduction of the LS/CMI system will support ongoing evidence and recording ongoing.
			Fulfilling statutory duties	6.4 Performance management and quality assurance	<ul style="list-style-type: none"> <li>We will improve our consistency in undertaking 1<sup>st</sup> reviews within expected timescales.</li> </ul>
	<ul style="list-style-type: none"> <li>We will improve our consistency in undertaking home visits in response to risk/ needs / disengagement</li> </ul>	2021-24			As above with reminders highlighted on the new D365 information system, the QA Light and Review process is intended to pick up any issues around the appropriate use of home visits as early as possible.
	<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>	2021-24	Improvement in this area had not been possible for Covid related reasons. Changes post Covid are under review as due to the back log and issues with GeoAmey in transporting prisoners to Court, Virtual Courts are being used more frequently meaning achieving these targets can be difficult.  More specifically this is because first contacts usually take		

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					<p>place in the JSW office adjacent to the court.</p> <p>Whilst we had managed to achieve 80% of inductions within the timescale in 19/20, this was reduced to 60% in 21/22. This has improved with the relaxation of restrictions, however, it is difficult to provide exact information of the past year at present as we are still in the transition between information systems i.e. the withdrawal of Carefirst to D365. We are confident this has improved and hope to be able to provide accurate data in the coming months.</p>
			<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	<p>These groups were impacted upon by Covid but are now re-established on a quarterly basis.</p> <p>The JSW Best Practice Group continue to work on improvements identified in the Delivery Plan which the Performance Framework is aligned to.</p> <p>There have been some changes in the Justice system with the introduction of new legislation such as Supervised Bail and Electronic Monitoring on Bail which requires intense supervision and assessment respectively. Increased staffing has been approved to support this.</p> <p>This is being managed by ongoing review of services, issues and improvements discussed at Senior Social Worker and Practice Issues meetings and taken to the Performance Management Board meetings.</p>
			<ul style="list-style-type: none"> <li>To improve their individual effectiveness, JSW teams will develop, where</li> </ul>	2021-24	<p>Improvement Plans for Women's Services and Unpaid Work have been approved and implemented.</p> <p>These will continue to be reviewed to ensure that their</p>

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			<p>desirable/necessary, their own team-specific Improvement Plan. These will be monitored by the Performance Management Board.</p>		<p>respective ambitions remain appropriate and achievable.</p> <p>The Unpaid Work team has been impacted due to vacating their premises at the end of January 2023, this has caused upheaval and displacement of many staff to other Council buildings, whilst outdoor and individual placements are continuing, there is currently limited indoor craft workshops being offered to clients to do their unpaid work hours. The search for appropriate premises is being treated as a high priority and involves liaison with property services and other agencies. Nonetheless, the service has continued and indications are that due to the commitment of staff and the council the impact on service users and the Court has been limited.</p>
			<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	<p>Quarterly Audits are ongoing and any issues brought to the Practice Issues and Best Practice meetings. There is an enhanced SW report, including the justice service provided regularly to the CCG group for its consideration and scrutiny.</p>
<p>To reduce offending by promoting desistance</p>	<p>Involvement of clients in service development/improvement activities</p>	<p>2.1 Impact on people who have committed offences</p>	<ul style="list-style-type: none"> <li>We will improve the capture, analysis and use of qualitative data.</li> </ul>	2021-24	<p>Whilst the withdrawal of the Carefirst information system and implementation of D365 has caused some anxiety in terms of the capture, analysis and use of qualitative data, indications are that the D365 system will provide high quality Business Intelligence reports. JSW are now aligned with the Analytics and Insight Team, Service Managers and Product owners meet with them weekly at present ensuring the required information is accurate and available. This is ongoing and it is envisaged this will enable the production of more qualitative information.</p>

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	Building towards desistance		<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 do not complete their Orders. We will evidence the improvements we are making from EQ and other feedback discussions.</li> </ul>	2021-24	<p>This is ongoing as the number of Exit Questionnaires completed in 2021/22 had significantly reduced to 101 for Unpaid Work and 56 for Supervision. This has improved somewhat in 2022/23 with figures for Unpaid Work at 164 and Supervision at 62.</p> <p>It is acknowledged that these need to be improved, more so the low number of Exit Questionnaires for Supervision. This has been discussed at JSW practice issues and best practice meetings and the Delivery Plan Steering Group will be taking this forward to explore better ways to encourage service users to complete these in order for JSW to make and evidence the required improvements.</p> <p>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.</p> <p>In the interests of client confidentiality, data protection and GDPR, these are anonymous.</p>
			<ul style="list-style-type: none"> <li>We will improve the quality of our drug and alcohol assessments.</li> </ul>	2021-24	<p>A new Development Officer post was recruited to in 2022 to work across the ASCP between JSW and the Alcohol and Drugs Service.</p> <p>This has resulted in all staff and some service users being trained in the use of Naloxone which has undoubtedly saved lives.</p> <p>This Officer offers up to date information to management and workers, identifies appropriate training for staff to increase</p>

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			<ul style="list-style-type: none"> <li>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.</li> </ul>	2021-24	<p>their skills and knowledge to undertake assessments and provide support to clients. This also provides a direct link to the Assertive Outreach Team resulting in clients being able to access essential services at the appropriate times and when in crisis until their planned treatment can resume. This work is to reduce the risk of drug related death.</p> <p>Regular staff supervision is imperative to all social work and is managed as a priority throughout JSW. In addition to this there is a duty Senior Social Worker available at all times in JSW for support, advice and guidance.</p> <p>The newly introduced Supervision Policy for all services focusses on Trauma Informed Practice and supports the wellbeing of staff. Training is being rolled out with the remaining staff with supervision responsibilities due to complete this by the end of September.</p>
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 Unpaid Work Improvement Plan, more learning opportunities and placements which encourage meaningful links with the local community.</li> </ul>	2021-24	<p>During Covid the Unpaid Work staff team were very creative in developing materials and meaningful tasks to enable unpaid workers to complete their Orders despite the pandemic. The fact that we managed to support some individuals to complete their orders meant that we had less of a backlog than some other authorities.</p> <p>The Unpaid Work Team have an improvement plan which has been approved at the Performance Board Management meeting and is ongoing. It is unfortunate that the Unpaid Work Team are displaced in various buildings at present, however, some Order Supervisors are based within the Court/Townhouse which has supported the undertaking of initial contacts etc.</p>



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					We are in discussions with Housing to include completed community projects in their regular newsletters to inform communities of the good work undertaken in their area.
			<ul style="list-style-type: none"> <li>Drugs and Alcohol training will be provided to the JSW workforce.</li> </ul>	2021-24	As above, it is stated that this is in progress with the newly appointed Development Officer.
			<ul style="list-style-type: none"> <li>Mental Health training will be provided to the JSW workforce.</li> </ul>	2021-24	This forms part of a LOIP Charter and is ongoing. All JSW have been included in the Trauma Informed Practice Training.
			<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	<p>There are good relationships between JSW and partner agencies such as the Scottish Prison Service, Health, Substance Misuse and third sector. We have identified points of contact for these services as well as a Justice Support Work Team who liaise regularly with the Financial Inclusion Team, Housing, Health and Substance Misuse Services.</p> <p>We also work closely with the Foyer to identify training and employment opportunities for those we work with.</p>
			<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	<p>New legislation and guidance around the use of Supervised Bail and Electronic Monitoring commenced on 17<sup>th</sup> May 2022. We have and will continue to monitor the use, implementation, practice and wider impact regularly.</p> <p>There has been a significant increase in the numbers for bail supervision which were recorded as 26 in 2021-22 compared to 107 in 2022-23.</p> <p>Structured Deferred sentences increased from 30 in 2021-22 to 40 in 2022-23.</p>

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					Diversions continue to increase also and have exceeded 30 referrals per month in 2022-23.
			<ul style="list-style-type: none"> <li>Seek to raise public awareness of the role, remit and scope of Justice Social Work</li> </ul>	2021-24	Community Justice Scotland is undertook a profile-raising exercise in 2022 to include JSW. The outcome of this does not appear to have been published as yet and will be considered once this is available to support this.