



Justice Social Work Service

Delivery Plan

1st April 2025 – 31st March 2029



Contents – to be reviewed

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1. Introduction

Aberdeen City Justice Social Work Service sits within the City's Health and Social Care Partnership. The Justice service is diverse, complex and busy and consists of a number of different service areas / teams: Pre-Disposal, Community Payback Orders (CPO) x 3, Unpaid Work, Throughcare, Caledonian, Women's Service, 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 replaces the Delivery Plan 2021-24, and outlines a coherent overview of the operation and ambitions of the Justice service; it details the key strategic outcomes and objectives that we wish to focus on over the next four years and how we aim to achieve these in order to improve the experiences and outcomes of the individuals who use our service.

The Plan has been refreshed taking into account the following:

- Outstanding actions from the previous Delivery Plan;
- Feedback from staff, clients and partners;
- Key data, including comparison with other areas;
- Findings from a Self Evaluation of Performance and Quality Assurance (as part of a national exercise led by the Care Inspectorate), and from Quality Assurance of case records;
- Alignment with the local Health & Social Care Partnership Strategic Plan and Community Planning Aberdeen Local Outcome Improvement Plan priorities; and
- Alignment with national Community Justice priorities.

1.1 Our Vision and Values

Our Vision and Values were revisited at staff consultation events held in February 2025, where they were found to remain valid for the Service in terms of underpinning our ambitions and expectations. Our Vision is a pivotal point of reference for all 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 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, whilst acknowledging that public protection is paramount”



NB Achievement of individual outcomes is evidenced through the Exit Questionnaire process.

Our JSW service values are:

The JSW Service ...

- is person-centred
- is respectful
- balances risk and need and promotes public protection
- promotes aspiration
- demonstrates equality
- shows kindness, empathy and compassion
- demonstrates stickability, flexibility and responsiveness
- is professional
- Is fair, consistent and takes a non judgemental approach
- has integrity
- works in a way that is informed by an understanding of the impact of trauma

We operate in line with the [SSSC Codes of Practice](#) (May 2024)

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 our motivation is 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 positive individual and statutory outcomes.



1.2 Our Outcomes and Objectives

The key outcomes for Justice Social Work services, as set out in the [National Outcomes and Standards for Social Work Services in the Criminal Justice System](#) (2010 – currently in the process of being reviewed) are as follows:

- Public understanding and confidence in Justice Social Work Services;
- Increased community safety and public protection;
- Reduction in offending;
- Increased social inclusion to support desistance from offending; and
- Provision of an efficient and effective service

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 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](#) provide clear guidance on the delivery of justice social work services. Other key strategic documents include [The Vision for Justice in Scotland](#) (2022), the [Strategy for Community Justice](#) (2022), and a Community Justice Outcomes Performance and Improvement Framework (2023). Service delivery also aligns with the national [GIRFE principles](#).



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](#) (PNA) was refreshed in 2023 as part of the development of our [Local Outcomes Improvement Plan 2016-26](#). The PNA 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.

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. A key Community Justice) priority/Stretch Outcome in the LOIP is:

- **10% fewer adults (over 18) charged with more than one offence by 2026**

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

The Vision of the Health and Social Care Partnership in Aberdeen City is to 'empower communities to achieve fulfilling and healthy lives'. Its draft Strategic Plan 2025-29 sets out two Strategic Aims which underpin the contents of this Delivery Plan:

- Shift our focus towards Prevention and Early Intervention.
- Modernise our approach to service delivery

These strategic aims were 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. The refreshed JSW Delivery Plan aligns to the timescales of the Health & Social Care Partnership Strategic Plan..

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, and are set against the context of the post-Covid recovery period and a challenging economic climate.

Our staff are responsive to these increasingly complex needs and risks – our Spring 2025 staff survey demonstrated how central and embedded a client-focused ethos is within the Service; 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 and trauma-informed practice. One of the key messages from the Care Inspectorate's February 2021 Inspection of Justice Social Work Services in Aberdeen was that "The support provided by justice staff in Aberdeen is having a transformative impact on individuals subject to CPOs. Individuals experience compassionate, consistent, focused and flexible support that frequently exceeds their expectations and is enabling positive change."

In addition, the [Hard Edges](#) Scotland 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. 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".



4. Our Commitments

*Quality Indicators from Care Inspectorate '[Guide to self evaluation for community justice in Scotland](#) (2023)'

Local JSWS Objective	National Outcome (NOS)	Area of Activity	*Quality Indicators	Specific Actions	Source	Timescale
To contribute to the creation of safer and fairer communities	Public understanding and confidence in Justice Social Work Services	Raise public awareness of the role, remit and scope of Justice Social Work	4.1 Impact on the community	Awareness raising of UPW opportunities and work undertaken (including through LOIP project)	Refresh from previous Delivery Plan	2025-2029
	Increased community safety and public protection	Effective collaboration with partner organisations and services	6.2 Planning and delivering services collaboratively 7.2 Staff development and support	To raise awareness i) of role and functions of JSWS with wider partners and ii) of role and functions of wider partners with JSWS staff, (in particular ACC Housing, Police Scotland, Third Sector, Mental Health Services, SPS) Engagement sessions and	Staff survey Partner survey	2025-2029



Local JSWS Objective	National Outcome (NOS)	Area of Activity	*Quality Indicators	Specific Actions	Source	Timescale
				shadowing opportunities with staff from partner agencies Shared training opportunities		
		LOIP Stretch Outcome 9: 10% fewer adults (over 18) charged with more than one offence by 2026	9.4 Leadership of improvement and change	The JSW service will continue to play a full and active part in appropriate Community Justice discussions and activities in relation to the LOIP	Alignment to LOIP	In line with LOIP timescales
		Increased staff confidence in the use of accredited assessment tools including the assessment and analysis of	5.2 Assessing and responding to risk and need 7.2 Staff development and support	Staff undertaking training in relevant risk / needs assessment tools, including Scrutiny of Risk Level (RoSH)	Refresh from last Delivery Plan	2025-2029



Local JSWS Objective	National Outcome (NOS)	Area of Activity	*Quality Indicators	Specific Actions	Source	Timescale
		serious harm.				
		Working effectively in relation to high risk Individuals	5.2 Assessing and responding to risk and need 6.2 Planning and delivering services collaboratively	Ensuring strong adherence to MAPPA processes, including in relation to reviews & risk management plans	Service need	2025-2029
To reduce offending by promoting desistance To promote the social inclusion of people with convictions	Reduction in offending Increased social inclusion to support desistance from offending	Effective and robust interventions	5.1 Providing support when it is needed 5.2 Assessing and responding to risk and need 5.3 Planning and providing	Delivery of Caledonian and MF2C Women's Service improvement plan (including national project' work relating to imprisonment of women) Development of a lower-	Staff survey Identified need to re-focus women's service and contribute to national project	2025-2029 2025-2029 Dec 2025



Local JSWS Objective	National Outcome (NOS)	Area of Activity	*Quality Indicators	Specific Actions	Source	Timescale
			<p>effective interventions</p> <p>5.4 Involving people accused or convicted of offences, and people affected by crime</p>	<p>level domestic abuse programme</p> <p>Development and improvement of men's services</p>	<p><i>Refresh of last delivery plan</i></p> <p>Staff survey and sessions Feb 25</p>	2025-2029
			<p>4.1 Impact on the community</p> <p>5.3 Planning and providing effective interventions</p>	<p>Effective and meaningful Unpaid Work:</p> <ul style="list-style-type: none"> • Premises • Fleet • Individual placements 	<p>To address existing challenges in provision of unpaid work service, and meet increasing need for 'lighter seated duties' (c50% of clients, from profiling)</p>	2025-2026



Local JSWS Objective	National Outcome (NOS)	Area of Activity	*Quality Indicators	Specific Actions	Source	Timescale
		High quality JSWRs	5.2 Assessing and responding to risk and need	JSWRs to be informed by the appropriate risk assessments, including LS/CMI. For clients subject to statutory orders, the appropriate CMP/RMP to be completed in line with NOS.	From QAs	2025-2026
			5.3 Planning and providing effective interventions	Review current arrangements for assessments & interventions in relation to alcohol & drugs & identify links to offending	Carried over from previous delivery plan	2025-2026
			6.4 Performance management and quality assurance	Continued constructive feedback to Social Workers from QAs, learning from Significant Incident Reviews, & feedback from Court, to improve quality of JSWRs	From QAs	2025-2029
			7.2 Staff development and support			
			5.2 Assessing and responding to risk and need	Home Visits as appropriate – before all reviews, under LSCMI guidance. Best	Refresh of previous Delivery Plan	2025-2026



Local JSWS Objective	National Outcome (NOS)	Area of Activity	*Quality Indicators	Specific Actions	Source	Timescale
				practice at report stage		
We fairly, effectively and proportionately implement court orders and release licences	Provide an efficient and effective service	High quality case management Plans	6.4 Performance management and quality assurance 5.1 Providing support when it is needed 5.2 Assessing and responding to risk and need 5.3 Planning and providing effective Interventions 5.4 Involving people accused or	QA'ing of LSCMI LSCMI's / case management plans done within required timescales	From QAs	2025-2029



Local JSWS Objective	National Outcome (NOS)	Area of Activity	*Quality Indicators	Specific Actions	Source	Timescale
			convicted of offences, and people affected by crime			
We understand our Service and client-base, and collate and use data (both quantitative and qualitative) to ensure we are fulfilling our duties and to inform service improvement	Provision of an efficient and effective service	Robust performance management framework	6.4 Performance management and quality assurance 7.2 Staff development and support	Review of Performance Management Framework Extraction of data from D365 for operational and management oversight purposes Extraction of information from LSCMI to improve our understanding of the needs of our clients Review of MAPPA QA processes Upskilling staff in undertaking Learning / Case	From (Care Inspectorate) Self Evaluation of Performance Management arrangements	2025 2025-2026 2025-2026 2025-2027



Local JSWS Objective	National Outcome (NOS)	Area of Activity	*Quality Indicators	Specific Actions	Source	Timescale
				Reviews		
		Regular consideration by PMB of feedback from clients	1.1. Improving the life chances and outcomes of people with living experience of community justice 2.1. Impact on people accused or convicted of offences 2.2 Impact on victims of crime	New database for recording exit questionnaires (DPIA in progress) Establish mechanism for extracting and analysing regular feedback from client reviews Service Improvement Project re Exit Questionnaires Reintroduction of Women's Forum or a variant (albeit recognising increased complexity of clients makes this more challenging)	From (Care Inspectorate) Self Evaluation of Performance Management arrangements	2025 2025-2026 2025-2026 2025-2026
		Implementation of national statute &	6.2 Planning and delivering services	Preparatory work for implementation of the below, in conjunction with partner &	Horizon Scanning	As progressed nationally



Local JSWS Objective	National Outcome (NOS)	Area of Activity	*Quality Indicators	Specific Actions	Source	Timescale
		regulation	collaboratively 9.2 Leadership of strategy and direction 9.3 Leadership of People 9.4 Leadership of improvement and change 2.2 Impact on victims of crime 2.3 Impact on families	services as relevant, keeping staff updated and involved: <ul style="list-style-type: none">• Children's Care & Justice (S) Act 2024• Bail & Release (S) Act• Review of NOS• Trauma Informed Domestic Abuse Courts		

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.

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.