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**Report To:** Health & Social Care Committee    **Date:** 27 August 2009

**Report By:** Robert Murphy  
Acting Corporate Director,  
Social Care    **Report No:** SW/31/09/AH/AM

**Contact Officer:** Audrey Howard  
Service Manager, Criminal  
Justice Social Work    **Contact No:** 01475 714500

**Subject:** Criminal Justice Social Work Services Business Plan 2009/  
2012

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## **1.0 PURPOSE**

- 1.1 To request Committee approval for the Criminal Justice Business Plan 2009-2012.

## **2.0 SUMMARY**

- 2.1 Inverclyde Criminal Justice Social Work Services functions within a range of structures, which include Inverclyde Social Work Services, Inverclyde Council, North Strathclyde Community Justice Authority, (NSCJA) and Scottish Government. The first objective of the Inverclyde Criminal Justice Business Plan is to provide a context for frontline staff on how the overarching Plans of these structures relate and inform the business of Criminal Justice Social Work.
- 2.2 The Inverclyde Criminal Justice Plan also represents the collective efforts of both the Criminal Justice Management Team and frontline staff in considering what actions the Service requires to take to contribute to the delivery of the five objectives contained within the Social Work Services Strategic Plan.
- 2.3 Inverclyde Criminal Justice Social Work Services are committed to providing high quality interventions. Consequently some of the actions detailed in the Plan will require intense work over several years. In recognition of this, it is intended to provide annual reports which will chart progress over the three years in question.

## **3.0 RECOMMENDATION**

- 3.1 Committee is requested to note and approve the Criminal Justice Business Plan 2009 – 2012.

## **4.0 BACKGROUND**

- 4.1 This is the first stand alone Criminal Justice Business Plan produced by the Service, as previously this was integral to the wider Social Work Service Plan. This will be a key planning and performance monitoring tool which will not only link to the local Council services but also to the NSCJA strategic plan. It will be the blueprint which informs and guides the delivery of our services for the next three years.
- 4.2 The Criminal Justice Business Plan forms part of a suite of documents including the Community Plan, Corporate Plan and Social Work Services Strategic Plan. It provides the opportunity for service areas to outline their high-level priorities for the next three years.
- 4.3 Whilst the Business Plan is essentially an internal management tool, it is of interest to a range of stakeholders including representative organisations, partner agencies and independent providers.

## **5.0 PROPOSALS**

- 5.1 The current document represents the forward planning across Criminal Justice Social Work Services during the period 2009 /2012.
- 5.2 The intended recipients are primarily staff, while it will also be made available for service users, stakeholders and external agencies and bodies.
- 5.3 The Business Plan will be available in PDF on both Inverclyde Council's Intranet and website. A number of paper copies will also be available for those stakeholders who have difficulty accessing the report electronically.

## **6.0 IMPLICATIONS**

- 6.1 Legal: There are no legal implications in the development of this plan.

Finance: Financial issues relating to the developments in the Business Plan will be accommodated through the direction of funding distributed by the Justice Department and allocated through the NSCJA.

Human Resource and Development: There are no implications for this service.

Equalities: The Business Plan has been subject to an Equality Impact Assessment. Moreover, it is acknowledged that a specific action within the Criminal Justice Business Plan is to continue to enhance the existing Council processes relating to Equalities.

## **7.0 CONSULTATION**

- 7.1 Consultation has been undertaken with staff at all grades within Criminal Justice Social Work Services to inform the presentation and content of the report.

## **8.0 LIST OF BACKGROUND PAPERS**

- 8.1 None

# Criminal Justice Business Plan 2009 - 2012



Hillend Nursery - work done by Community Service



....Working together to  
change lives

This document can be made available in large print, audio tape, computer disk and in a variety of Community Languages, on request.

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Gaelic

Tha an sgrìobhainn seo cuideachd ri fhaotainn ann an cànanan eile, clò nas motha agus air teip ma tha sibh ga iarraidh.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

Mandarin

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

Polish

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formacie audio.

Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

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# Social Work Services

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Social Work Services exist to provide care and support to the people of Inverclyde. The five overarching objectives below outline how we aim to achieve this.

## Common Goals

1. To protect and support vulnerable children and adults in the community.
2. To deliver services that are of good quality and value for money.
3. To make access to our services easier.
4. To promote an understanding of Social Work within the wider community.
5. To have a competent, confident and valued workforce.

All Social Work operations and everything we wish to achieve are underpinned by the following core values:

## Statement of Values

- ▶ We will ensure our services are delivered in such a way that the dignity and respect of users is preserved.
- ▶ We will respect and value uniqueness and diversity whilst recognising, and building on, the strengths of the individual.
- ▶ We will promote people's right to choice, privacy, confidentiality and protection.
- ▶ We will assist people to improve the quality of, and increase their control over their lives.
- ▶ We will operate in a manner that does not stigmatise or disadvantage individuals, groups or communities.
- ▶ We will promote equality of opportunity and access to services and not discriminate people or groups on grounds of age, gender, race, religion or sexual orientation.
- ▶ We will work in partnership with users, carers and other providers of services, to ensure continuous improvement in the provision of services.

## There are four distinct service areas of Social Work:

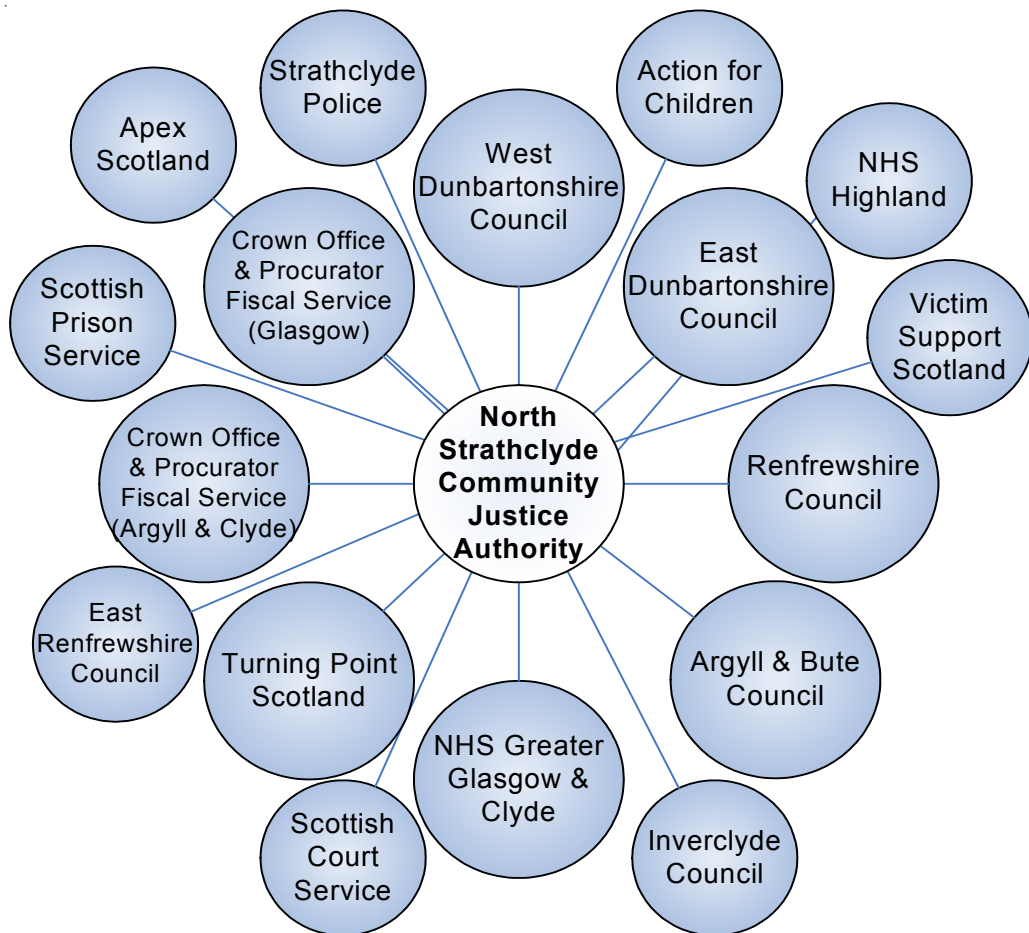
1. Children and Families
2. Community Care
3. Criminal Justice
4. Homeless Services



# Criminal Justice Overview

The Management of Offenders Act 2005 introduced new Community Justice Authorities to oversee the delivery of Criminal Justice Services. In addition, to ensuring that the Scottish Prison Service and community based Social Work Services work more closely together and providing more integrated services, the Community Justice Authority (CJA) also involve statutory partners including the Police, Health, Scottish Courts Administration, the Procurator Service, Victim Support Scotland and designated Voluntary Organisations.

Inverclyde is part of the North Strathclyde Community Justice Authority (NSCJA) which also includes the neighbouring authorities of Renfrewshire, East Renfrewshire, East Dunbartonshire, Argyll and Bute and West Dunbartonshire. (Refer to Diagram below) . The CJA assumed full authority for budgetary matters relating to Criminal Justice Social Work Services in April 2007.

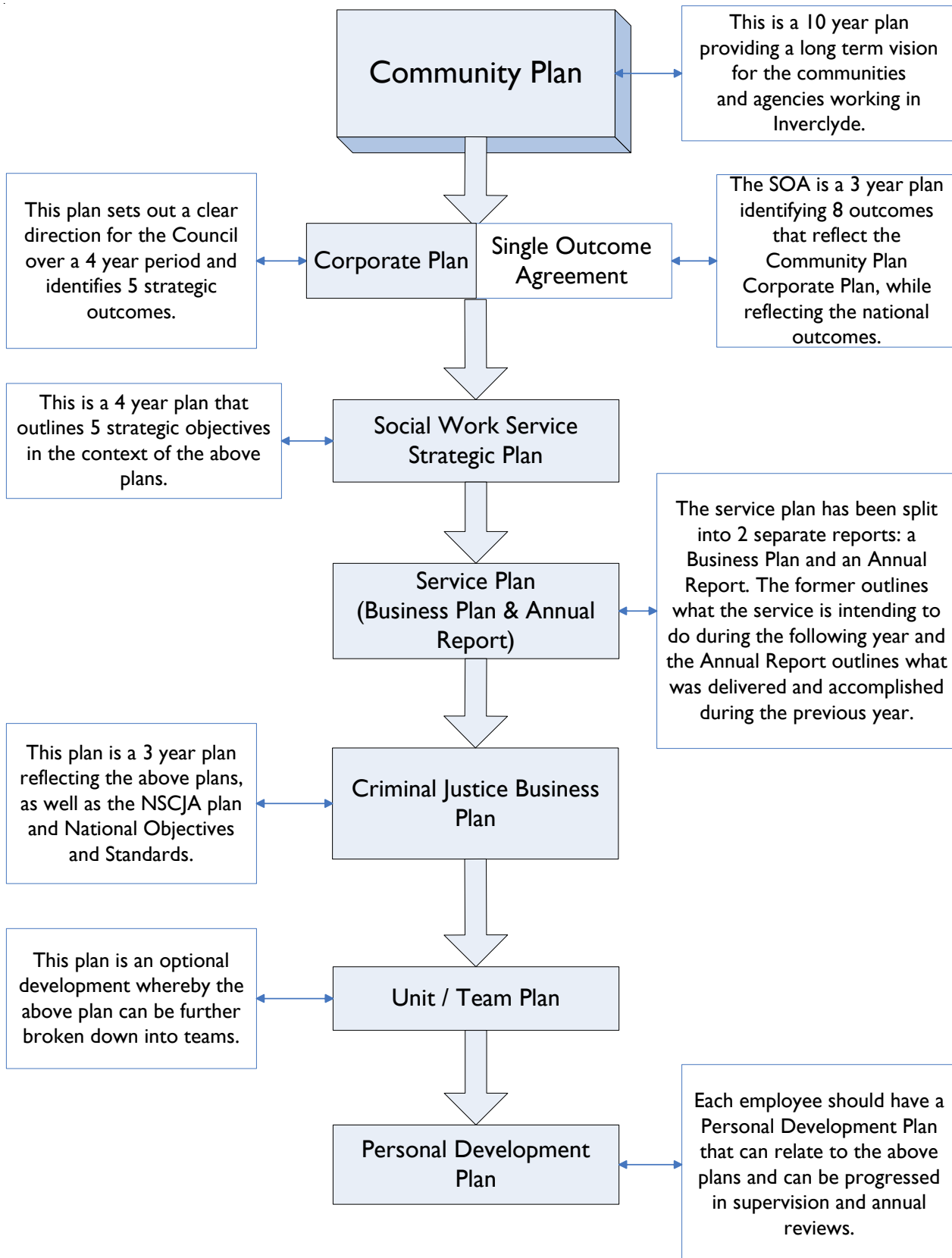


The NSCJA has developed a three year plan for 2008 – 2011 which has received approval from the Justice Secretary. This aims to provide a context, framework and vision of criminal justice services within the NSCJA. The plan represents the work of a multi-agency planning group which included representatives from Inverclyde.

Although the CJA assumes oversight of Criminal Justice Social Work Services, it remains the responsibility of each of the Social Work Authorities to deliver services in their own geographical area.

# Purpose of this Business Plan

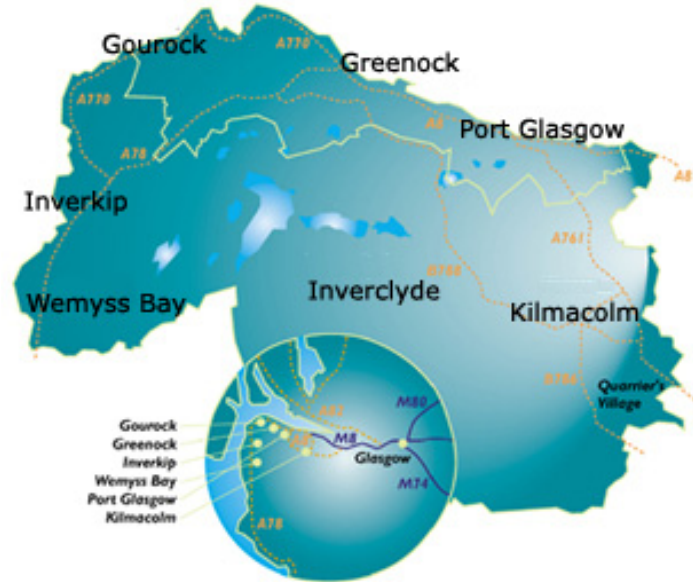
The diagram below outlines a basic context for the Criminal Justice Business Plan and how it links to other plans. Within Social Work Services it is important to recognise it is part of a suite of plans that follow-on from each other, while also being a stand-alone document. The structure of the Criminal Justice Business Plan reflects the wider outcomes of Inverclyde Council plans.





# Inverclyde Area Profile

Situated on the west coast of Scotland, Inverclyde Council is one of the smallest local authorities in Scotland, covering a land area of approximately 160 square kilometres with a population density of 508 persons per square kilometre. The map below outlines the geographical area.



Inverclyde has a total population of 81,080 people (2007), 47.71% male and 52.29% female. 68.4% of males are working age and 68.7% of females are of working age. 23.2% of working age people in Inverclyde is in receipt of a DWP Benefit.

The information in the table below has been extracted from the Statistical Bulletin Crime and Justice Series: Recorded Crime in Scotland 2007 / 2008.

	Inverclyde	Scotland
Non-Sexual Crimes of Violence	37	25
Crimes of Indecency	6	13
Crimes of Dishonesty	279	324
Fire-Raising, Vandalism etc.	270	229
Other Crimes	210	158
<b>Total Crimes</b>	<b>802</b>	<b>749</b>
<i>Index (Scotland = 100)</i>	<i>107</i>	<i>100</i>

Number of crimes recorded by the Police per 100,000 population and crime index

# Criminal Justice Social Work Services

## The services provided include:

- ▶ Probation
- ▶ Supervised Attendance Orders
- ▶ Court Services
- ▶ Throughcare
- ▶ Prison Based Social Work Services
- ▶ Offence Focused Group Work Programmes
- ▶ Community Service
- ▶ Social Enquiry Reports
- ▶ Bail Services
- ▶ Diversion from Prosecution
- ▶ Drug Treatment and Testing Orders

Audit Scotland collates statistical data from all 32 Local Authorities in relation to 82 statutory performance indicators, three of which specifically relate to Criminal Justice Social Work Services. The services provided by Inverclyde Council's Criminal Justice Social Work Services are consistently ranked year on year amongst the highest in Scotland. The table below outlines further detail of the three statutory performance indicators.

Statutory Performance Indicator	2005/2006	2006/2007	2007/2008
1. Social Enquiry Reports (SER's) - the proportion of reports submitted by the social work department to the courts by the due date	<b>1184 SER's submitted by due date</b> (100%)	<b>900 SER's submitted by due date</b> (99.7%)	<b>1109 SER's submitted by due date</b> (99.6%)
2. Probation - the proportion of new probationers seen by a supervising officer within one week	<b>122 new Probation Orders</b> 77 new Probationers 96.3% seen within one week	<b>95 new Probation Orders</b> 64 new Probationers 87.7% seen within one week	<b>105 new Probation Orders</b> 75 new Probationers 95.9% seen within one week
3. Community Service - the average hours per week taken to complete community service orders	<b>182 new Community Service Orders</b> 109 Orders completed 3.2 average hours per week	<b>143 new Community Service Orders</b> 92 Orders completed 3.5 average hours per week	<b>180 new Community Service Orders</b> 88 Orders completed 4.3 average hours per week

## Throughcare

Throughcare	2006/07	2007/08	2008/09
<b>Statutory Throughcare Cases</b>			
<b>Inverclyde</b>	<b>100</b>	<b>111</b>	<b>122</b>
<b>Number of Reports Requested**</b>			
<b>Total Partnership</b>	<b>286</b>	<b>437</b>	<b>376</b>
<b>Inverclyde</b>	<b>91</b>	<b>167</b>	<b>111</b>
% of total	32%	38%	30%
<b>Throughcare Addiction Services***</b>			
<b>Total Partnership</b>	<b>144</b>	<b>165</b>	<b>115</b>
<b>Inverclyde</b>	<b>50</b>	<b>61</b>	<b>39</b>
% of total	35%	37%	32%
<b>Integrated Case Management ****</b>			
<b>Total Partnership Case Conferences Requested</b>	<b>138</b>	<b>297</b>	<b>304</b>
<b>Inverclyde</b>	<b>40</b>	<b>81</b>	<b>94</b>
% of total	29%	27%	31%

\* All cases in custody and cases released into the community under Supervision

\*\* All reports include parole; home leave; home detention curfew.

\*\*\* Cases commenced

\*\*\*\* ICM includes all cases where a case conference was requested during each reporting period  
(all % rates rounded up)

## Prison Based Social Work

Prison Based Social Work (PBSW) provides a statutory service to the Scottish Prison Service (SPS) for sex offenders; schedule I offenders; long-term prisoners; recall prisoners; life prisoners and those who are subject to a statutory supervision order on release.

As at 30<sup>th</sup> June 2009 PBSW at HMP Greenock held 79 cases from throughout Scotland and England, 8 of whom are Inverclyde residents. This figure includes:

- ▶ 60 long term / life sentence prisoners (7 of which are sex offenders).
- ▶ 6 short term / remand joint schedule I and sex offences.
- ▶ 3 short term / remand schedule I offences.
- ▶ 5 short term / remand sex offences.
- ▶ 2 recalls.
- ▶ 3 extended sentences.

## Financial Resources

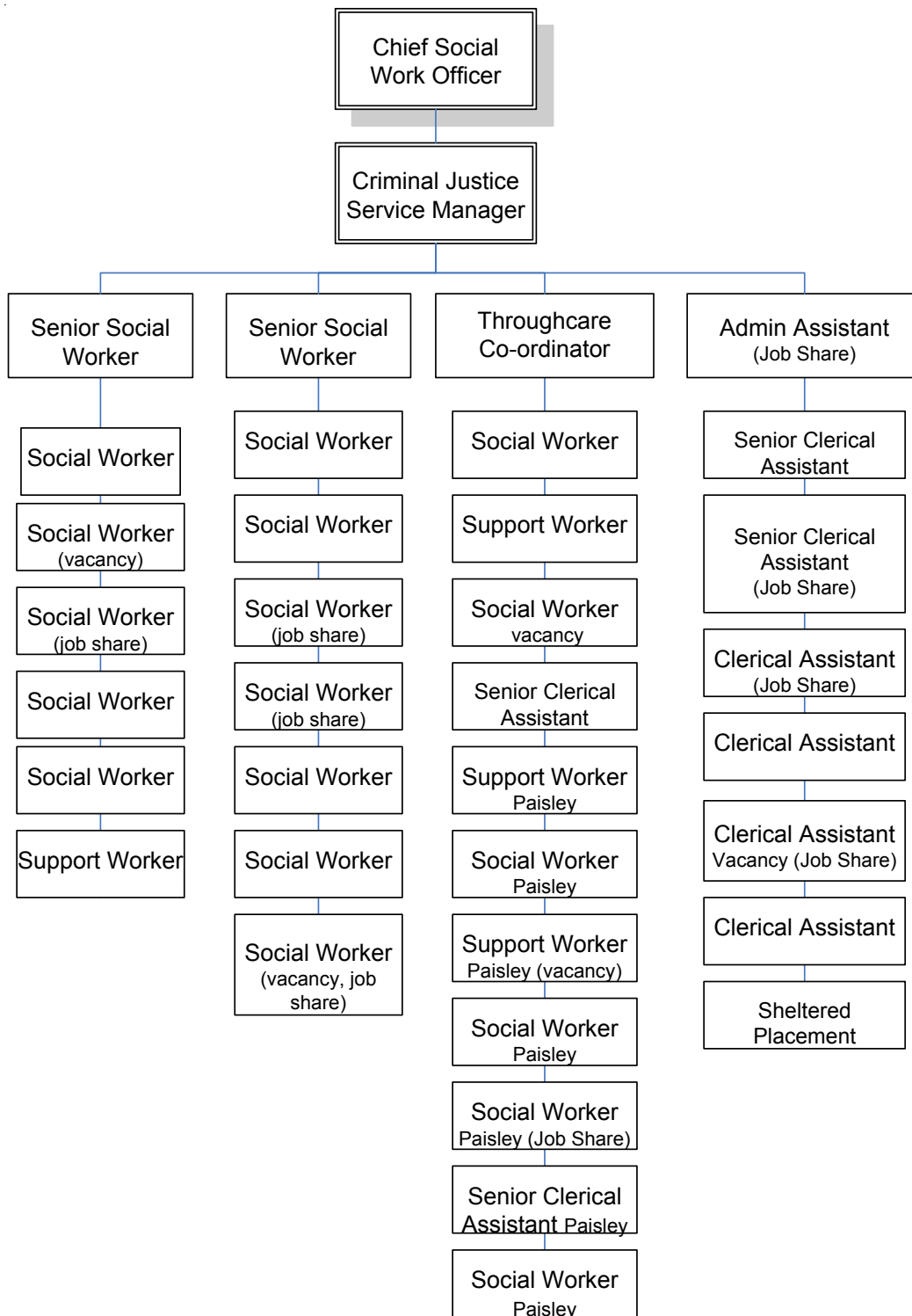
Social Work Criminal Justice Services are unique in that they receive 100% funding from the Scottish Government. Inverclyde Criminal Justice Services are allocated a grant from the NSCJA and budgets are determined by the NSCJA as outlined in their plan. Inverclyde was allocated a gross budget of £2,005,671. (June, 2008)

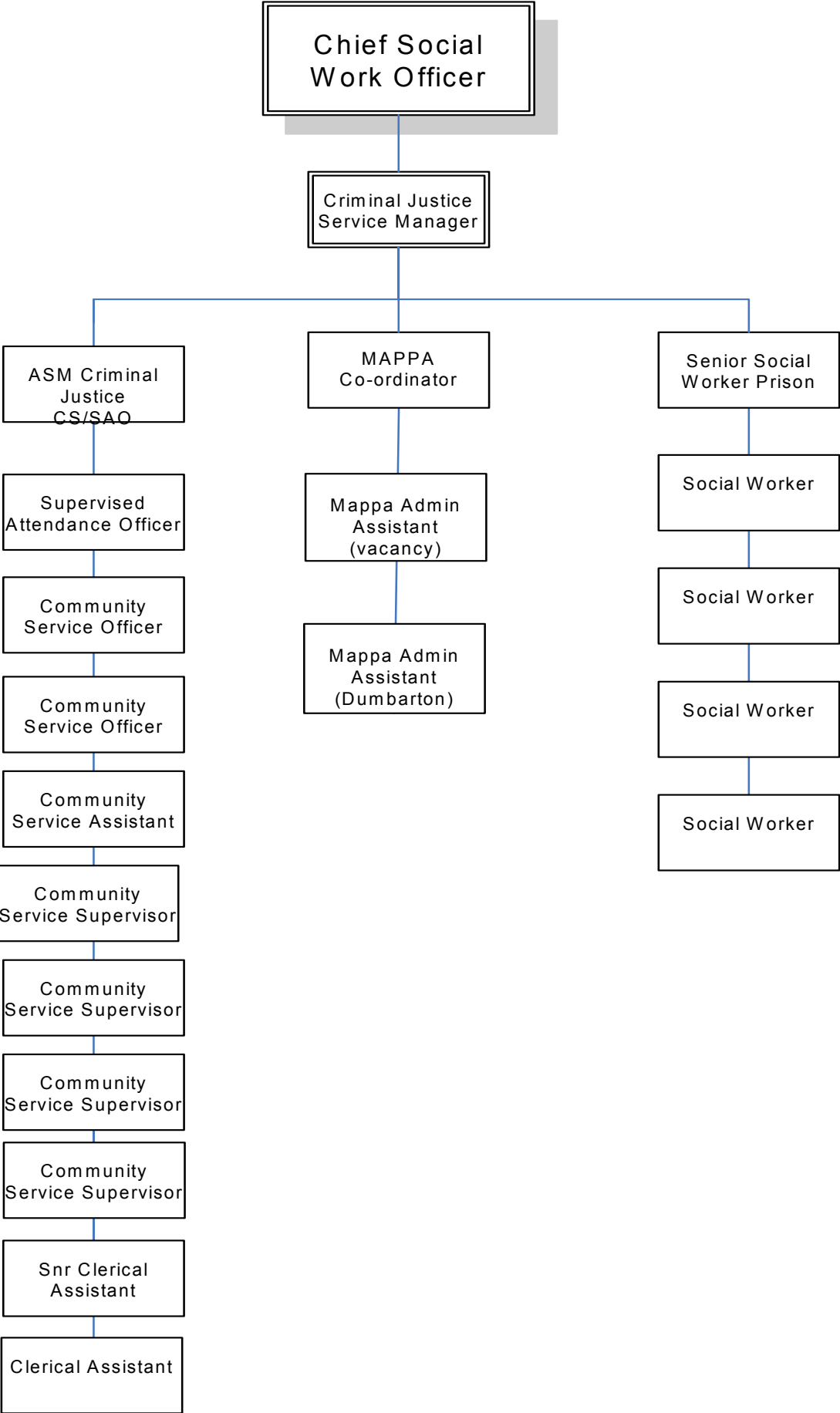
£533,977 (26.5%) of these monies were received to provide an enhanced throughcare service across the three authorities of Inverclyde, East Renfrewshire and Renfrewshire and to host the Co-ordinator for the Multi-Agency Public Protection arrangements which covers the six local authorities comprising the NSCJA.

## Staff Resources

Social Work Services in Inverclyde employs 1,179 people (917 WTE) and 54 (53 WTE) are employed in Criminal Justice Services. The Structure Chart below gives a breakdown of this.

### Staffing Structure - Inverclyde Criminal Justice Service – January 2009







## Corporate Plan

The Corporate Plan sets out how the Council will work, across services to deliver its commitments within the Community Plan as well as its own specific priorities as a statutory body. The recently published Corporate Plan 2007 – 2011 identifies five strategic outcomes, these are:

- ▶ Educated, Informed, Responsible Citizens
- ▶ Healthy and Caring Communities
- ▶ Safe and Sustainable Communities
- ▶ A Thriving, Diverse Economy
- ▶ A Modern, Innovative Organisation

## Single Outcome Agreement

As part of the Scottish Budget Spending Review 2007, a Concordat between the Scottish Government and local government was published in November 2007. Incorporated within this is an expectation that each Local Authority would produce a Single Outcome Agreement (SOA). This reflects the National Performance Framework, as well as local outcomes and priorities and covers all local government services.

## Social Work Services Strategic Plan

This plan was developed following the inspection of Social Work Services by SWIA in 2006 and this was one of the recommendations made. This plan identifies the following five strategic objectives:

- ▶ To protect and support vulnerable children and adults in the community.
- ▶ To deliver services that are good quality and value for money.
- ▶ To make access to our services easier.
- ▶ To promote an understanding of Social Work within the community.
- ▶ To have a competent and valued workforce.

## **North Strathclyde Community Justice Authority Area Plan 2008 - 2011**

The North Strathclyde Community Justice Authority (NSCJA) Area Plan 2008-11 sets out how partners in North Strathclyde will work together to improve the management of offenders and reduce re-offending in the Authority. Key objectives for the plan are to:

- ▶ Continue to improve practice in relation to the assessment and management of offenders and provide a range of effective interventions.
- ▶ Build on partnership working across agencies to address the broad range of offender needs and support the integration of offenders into their communities.
- ▶ Increase understanding and confidence in the Criminal Justice System.
- ▶ Improve agencies understanding of management information.

## **National Objectives and Standards for Social Work in the Criminal Justice System**

The National Objectives and Standards that Criminal Justice Social Work Services across Scotland work to are currently being replaced by a new framework which:

- ▶ Identifies three key outcomes for Criminal Justice Social Work (CJSW): community safety and public protection; the reduction of re-offending; social inclusion to support desistance from crime.
- ▶ Sets out core practices which have been found to be critical to achieving these outcomes.
- ▶ Moves away from the idea of minimum standards and concentrates more on best practice and tailored interventions based on risk.

## Social Work Inspection Agency

During 2006 Social Work Services, (excluding Criminal Justice Services), was inspected by SWIA. A Performance Inspection Report was published by SWIA in September 2006 which made sixteen recommendations for service improvement.

Following the publication of the SWIA Inspection Report, Social Work Services developed an Action Plan to address the sixteen recommendations made. During November 2007 SWIA made a follow-up inspection. In conclusion SWIA states:

“Inverclyde Council had made good progress implementing the 16 recommendations in our performance inspection report. We were particularly impressed with their progress on:”

- ▶ Developing a performance management system.
- ▶ Taking forward corporate parenting.
- ▶ Implementation of their staff appraisal system.

## Changing Lives

This has been the most significant change agenda for the future direction of Social Work Services in Scotland, driven by the Scottish Government. There are five national change programmes:

- ▶ Workforce
- ▶ Performance Improvement
- ▶ Leadership and Management
- ▶ Practice Governance
- ▶ Service Development

A local Changing Lives Practitioner Forum was established in 2006, involving five front-line practitioners to promote discussion across Social Work Services around the change agenda. The actual forum was launched at an event in June 2007 and feedback is given to senior management.

## Format of this Report

For the purposes of ensuring a clear linkage to existing plans these have been referenced when discussing the five objectives used in the Social Work Services Strategic Plan.

Social Work Services Strategic Objectives	Number of Project/Improvements Identified
1. To protect and support vulnerable children and adults in the community	3
2. To deliver services that are of good quality and value for money.	5
3. To make access to our services easier.	4
4. To promote an understanding of Social Work within the wider community.	3
5. To have a competent, confident and valued workforce.	4

In considering each objective of **why it is important**, there has been a deliberate focus on objectives and outcomes outlined in the core plans. This has included recommendations made by SWIA following an inspection, although the SWIA Action Plan recommendations have generally been met.

The areas identified in the section **what will we do** are high-level and are broken down into specific tasks and timescales. The outcomes identified essentially evidence **how we will know we have achieved**.

# Objective 1. To protect and support vulnerable children and adults in the community

## Why is it Important?

This objective links to the following plans as outlined:

- ▶ **National Objectives and Standards**
  - Community Safety and Public Protection.
  
- ▶ **North Strathclyde Community Justice Authority**
  - Continuously develop robust risk management procedures for high risk offenders.
  
- ▶ **Social Work Inspection Agency, Inverclyde Action Plan**
  - Social Work Services should take urgent steps to introduce coherent, consistent risk assessment and risk management processes with partner agencies.
  
- ▶ **Corporate Plan**
  - Educated, Informed, Responsible Citizens.
  - Healthy and Caring Communities.
  - Safe and Sustainable Communities.
  
- ▶ **Single Outcome Agreement**
  - Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.
  - A positive culture change will have taken place in Inverclyde to alcohol resulting in fewer associated health problems and reduced crime rates.
  - All our young people have the best start in life.

# Objective 1. To protect and support vulnerable children and adults in the community

In taking forward this objective Criminal Justice Social Work services have identified the following challenges and opportunities:

## Challenges

- ▶ The identification of high risk offenders is dependant upon the robustness of the risk assessment tools that we use. We have been awaiting the national roll-out of LSCMI level of service case management inventory tool. Unfortunately, its implementation has been delayed due to technical difficulties in developing an electronic version of the tool.
- ▶ Within Criminal Justice Social Work in Scotland there has been a move towards accredited programme delivery. However, there is currently no national accredited community based programme for Violent Offenders. With regards to domestic violence, the Caledonian Programme which is going through the accreditation process is expected to be rolled out at some point this year.
- ▶ The limited profile of Criminal Justice Social Work services within Social Work and other Council Directorates’.

## Opportunities

- ▶ Explore opportunities to promote an understanding of Criminal Justice Social Work.
- ▶ Improve and extend our use of SWIFT to evidence work with high risk offenders.
- ▶ Identify opportunities to consolidate the MAPPA arrangements within Criminal Justice Social Work and to promote this to other relevant services.



## What Will We Do?

### Objective 1. To protect and support vulnerable children and adults in the community

Project / Improvement Action	Lead Officer	Output	Outcome	Timescale
1. Consider ways of capturing risk assessment and management activities within the quality assurance framework we adopt.	Gordon Aitken Sharon Thomson	<ul style="list-style-type: none"> <li>▶ Staff across all areas of service are applying the quality assurance framework to risk assessment and management activities.</li> </ul>	<ul style="list-style-type: none"> <li>▶ There is a consistency of approach towards risk assessment and management activities across the service.</li> </ul>	August 2010
2. Explore how we can record risk assessments within the SWIFT system to enable us to better demonstrate outcomes. For example, tracking outcomes for high risk offenders as they are managed through the Criminal Justice Social Work process.	John Bradley	<ul style="list-style-type: none"> <li>▶ System in place to identify and track high risk offenders through their orders / licenses.</li> <li>▶ Developing a reporting mechanism for high risk offender outcomes where there is Criminal Justice involvement.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Evidencing outcomes which promote social inclusion and community safety for high risk offenders.</li> </ul>	August 2010
3. Explore how we can use training, both formal and informal, to improve the understanding of Criminal Justice Social Work roles and responsibilities across Social Work Services. For example, joint training initiatives, induction programme and opportunities for reciprocal shadowing.	Gillian Booth	<ul style="list-style-type: none"> <li>▶ Identifying opportunities for joint training in the area of public protection.</li> <li>▶ Identifying ways in which Criminal Justice Social Work can contribute to the Social Work Services induction programme.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Other services within Social Work have a better understanding of Criminal Justice Social Work roles and responsibilities regarding public protection.</li> </ul>	August 2011

## Objective 2. **To deliver services that are good quality and value for money**

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### Why Is It Important?

This objective links to the following plans as outlined:

- ▶ **National Objectives and Standards**
  - The reduction of re-offending.
  
- ▶ **North Strathclyde Community Justice Authority**
  - Develop interventions to tackle persistent offenders.
  - Develop existing community based services (Reform & Revitalise Agenda, Scotland's Choice), improve family engagement with community supervision.
  - Establish framework for quality assurance performance management and outcome measures.
  - Align resources to the delivery of priorities identified in the plan.
  
- ▶ **Social Work Inspection Agency, Inverclyde Action Plan**
  - Outcomes for people who use services should be consistently measured and evaluated. Social Work Services should put systems in place to do this.
  - Social Work Services should consider a scheme of delegated financial responsibility and decision making. This should include staff training focusing on the benefits of budget control as near to the point of service delivery as possible.
  - Social Work Services should develop a performance management framework for all their services. This should be done quickly. Social Work Services should make sure that all front line staff should be clear about numerical targets they should be working to achieve.
  - Social Work budget monitoring reports to elected members should provide a breakdown of "mainstream" cost, and should provide more information regarding the constituent income and expenditure that makes up each heading of the social work budget. The main issues contributing to consultative under / overspends should be highlighted, and these should include all under spends which are intended to be transformed to be reserves at the year end.
  - The Council should develop a clear vision for the Social Work Service of the future, setting out clear aims and objectives for the service understood by all social work staff, partner agencies and people who use Social Work Services.

## Objective 2. To deliver services that are good quality and value for money

- ▶ **Corporate Plan**
  - Safe and Sustainable Communities.
  - A Modern, Innovative Organisation.
  
- ▶ **Single Outcome Agreement**
  - Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.

In taking forward this objective Criminal Justice Social Work services have identified the following challenges and opportunities:

### Challenges

- ▶ The negotiation / dialogue that is necessary within the various reporting structures, which includes the Scottish Government, NSCJA, Inverclyde Council and Inverclyde Social Work Services.
  
- ▶ The review of Criminal Justice Social Work funding formula currently being undertaken by NSCJA which, when agreed, will be applied on an annual basis.
  
- ▶ How do we ensure value for money from the services which we commission?
  
- ▶ Accommodating and assimilating the amount of structural and policy driven changes impacting on Criminal Justice Social Work in recent years.

### Opportunities

- ▶ Making better use of the staff performance review process, for example, identifying common training needs.
  
- ▶ The current negotiations with SPS regarding the SLA for prison based Social Work Services.
  
- ▶ The review of current services we commission from Action for Children.
  
- ▶ Social inclusion is central to the revised Criminal Justice National Objectives and Standards.

## What Will We Do?

### Objective 2. To deliver services that are good quality and value for money

Project / Improvement Action	Lead Officer	Output	Outcome	Timescale
<p>1. Introduce Quality Assurance Framework for all areas of Criminal Justice Social Work Services which can be easily embedded into day-to-day practice. Also ensure that analysis which is gleaned from that process is shared with staff at all operational level.</p>	Gordon Aitken Sharon Thomson	<ul style="list-style-type: none"> <li>▶ Identify and develop a suitable quality assurance framework that covers all service areas.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Quality Assurance Framework operational and informing service delivery.</li> </ul>	August 2010
	Criminal Justice Social Work Management Team	<ul style="list-style-type: none"> <li>▶ Implementing agreed quality assurance framework across all service areas.</li> </ul>		August 2010
	Gordon Aitken Sharon Thomson	<ul style="list-style-type: none"> <li>▶ Developing a mechanism for reporting to all staff analysis from this framework.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Staff are receiving regular quality assurance reports.</li> </ul>	August 2010
	Criminal Justice Social Work Management Team	<ul style="list-style-type: none"> <li>▶ Develop action plans from this process as appropriate.</li> </ul>		August 2011

<b>Objective 2. To deliver services that are good quality and value for money</b>				
Project / Improvement Action	Lead Officer	Output	Outcome	
			Timescale	
<b>2. (a)</b> Look to develop individual supervision contracts with staff which are supported by minutes.	Criminal Justice Social Work Management Team	<ul style="list-style-type: none"> <li>▶ Staff supervision is supported by individual contracts and minutes.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Staff feeling confident that their learning needs are recognised.</li> </ul>	August 2010
<b>2.(b)</b> Consolidate recently introduced Staff Performance Framework and identify key themes arising from this.	Criminal Justice Social Work Management Team	<ul style="list-style-type: none"> <li>▶ Staff contribute to the evaluation of the staff performance framework.</li> </ul>		August 2011
<b>2. (c)</b> Contribute to the development and implementation of NSCJA training strategy, particularly through highlighting themes emerging from supervision process and performance review framework.	Criminal Justice Social Work Management Team	<ul style="list-style-type: none"> <li>▶ Managers using the staff performance framework and quality assurance reports to identify and match learning needs with the NSCJA and local training strategy / plan.</li> </ul>		Ongoing

## Objective 2. To deliver services that are good quality and value for money

Project / Improvement Action	Lead Officer	Output	Outcome	Timescale
<p><b>3. (a)</b> Complete review process currently underway regarding Service Level Agreement for Action for Children and take forward / implement agreed outcomes</p>	Sharon Thomson Audrey Howard	<p>▶ To implement a new service spec with Action for children informed by the review process.</p>	<p>▶ New spec with Action for Children in operation.</p>	August 2010
<p><b>3.(b)</b> Continue to participate in discussions involving the introduction of a Service Level Agreement with the Scottish Prison Service regarding the provision of prison based Social Work Services. Whilst this is a national exercise, it has particular relevance for Inverclyde given the presence of HMP Greenock.</p>	Gillian Booth Audrey Howard Rab Murphy	<p>▶ Ensure a robust dialogue takes place with the Scottish Prison Service regarding the new service level agreement.</p>	<p>▶ Prison based Social Work provided in line with new service level agreement with the Scottish Prison Service.</p>	August 2011
<p><b>3. (c)</b> Identify activities that we do not currently evidence through the collecting of information and introduce processes to address this.</p>	John Bradley	<p>▶ All activity is evidenced.</p>	<p>▶ Have greater transparency over workload activity.</p>	August 2010



## Objective 2. To deliver services that are good quality and value for money

Project / Improvement Action	Lead Officer	Output	Outcome	Timescale
<p><b>4.</b> Adopt the Public Service Improvement Framework (PSIF) / Social Work Inspection Agency (SWIA) self-evaluation tools to drive quality and improve service delivery.</p>	Audrey Howard	<p>▶ PSIF / SWIA self-evaluation tool will be piloted within Criminal Justice and evaluated.</p>	<p>▶ Evaluation will inform the choice of tool for other Social Work service areas.</p>	August 2010
<p><b>5.</b> Establishing and strengthen links with other agencies / forums.</p>	Criminal Justice Social Work Management Team	<p>▶ Use the opportunities presented by NSCJA to develop and consolidate partnership arrangements with appropriate services, for example, to achieve outcomes for offenders and communities.</p>	<p>▶ Greater social inclusion of offenders.</p> <p>▶ Safer communities.</p>	Ongoing

## Objective 3. To make access to our services easier

### Why is it Important?

This objective links to the following plans as outlined:

- ▶ **National Objectives and Standards**
  - Social inclusion to support desistance from crime.
  
- ▶ **North Strathclyde Community Justice Authority**
  - Ensure appropriate risk assessment procedures and tailored packages of intervention are made available to young offenders.
  - Reduce the number of women receiving custody for non-violent offences.
  - Employability
  - Improve the transition between custody and the community and vice versa.
  - Ensure that offenders with substance misuse issues who come to attention of the Criminal Justice system are referred to appropriate treatment services.
  - Improve the provision of healthcare for offenders in the community and in custody.
  - Improve access to suitable and sustainable accommodation for offenders.
  - Ensure the needs of children who are in contact with offenders are met.
  - Improve information for victims of crime.
  
- ▶ **Social Work Inspection Agency, Inverclyde Action Plan**
  - Social Work Services should introduce means of monitoring the impact and outcomes of the equalities policy, starting with improvement of ethnic monitoring of people who use services.
  
- ▶ **Corporate Plan**
  - Educated, Informed, Responsible Citizens.
  - Healthy and Caring Communities.
  - Safe and Sustainable Communities.
  - A Thriving, Diverse Community.

## Objective 3. To make access to our services easier

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### ▶ **Single Outcome Agreement**

- ▶ Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.
- ▶ Economic activity in Inverclyde is higher, and skills development enables both those in work and those furthest from the labour-market.
- ▶ The health of local people is improved, combating health inequality and promoting healthy lifestyles.
- ▶ All our young people have the best start in life.

In taking forward this objective Criminal Justice Social Work services have identified the following challenges and opportunities:

### **Challenges**

- ▶ We are not a service of choice, i.e. the overwhelming majority of service users' work with us on a statutory basis.
- ▶ To be more aware of structural barriers to accessing the service, for example, for carers, those in employment and women.
- ▶ Our service users can fail to meet the threshold for accessing the range of health services, for example, mental health and CLDT.
- ▶ The nature and seriousness' of Criminal Justice Service Users offending can create barriers to accessing services such as housing and employment.

### **Opportunities**

- ▶ Utilise new funding, i.e. Fairer Scotland, for clients to access services which promote inclusion.
- ▶ Contribute to strategy and planning forums aimed at promoting joined-up working problem solving alliances.
- ▶ Develop information sharing re: availability of services and referral procedures etc.
- ▶ Explore Equality and Diversity issues.
- ▶ Council Internet – providing more detailed information regarding Criminal Justice Social Work Services.
- ▶ Contribute to information provided to sentencers' re: availability of local services and community disposals.
- ▶ Revisit provision of Information Leaflets, service user feedback questionnaires etc.

## What Will We Do?

### Objective 3. To make access to our service easier

Project / Improvement Action	Lead Officer	Output	Outcome	Timescale
1. Update information on Criminal Justice Social Work Services available on the Inverclyde Council website and other appropriate media.	Gillian Booth	<ul style="list-style-type: none"> <li>▶ Update information on Inverclyde Council website.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Having information on Criminal Justice Social Work Services available on Inverclyde Council website.</li> </ul>	August 2010
	Criminal Justice Social Work Management Team	<ul style="list-style-type: none"> <li>▶ Update information leaflets on each service.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Produce revised information leaflets on each service area.</li> </ul>	August 2012
	Criminal Justice Social Work Management Team	<ul style="list-style-type: none"> <li>▶ Conduct a survey of service users as to preferred mode of receiving information.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Respond to survey outcomes, i.e.: preferred ways of receiving information.</li> </ul>	August 2011
	Gillian Booth	<ul style="list-style-type: none"> <li>▶ Make available information on PDF for Inverclyde Council website.</li> </ul>		August 2010
	Criminal Justice Social Work Management Team	<ul style="list-style-type: none"> <li>▶ In response to survey outcomes, respond by developing required modes of communication.</li> </ul>		August 2011

### Objective 3. To make access to our service easier

Project / Improvement Action	Lead Officer	Output	Outcome	Timescale
2. Contribute to the Inverclyde Council Equality Agenda with respect to the services that are provided within Criminal Justice Social Work.	Gordon Aitken	<ul style="list-style-type: none"> <li>▶ Have a minimum of ten Criminal Justice Social Work staff who have undertaken EIA training, including at least one identified Equality Champion within Criminal Justice Social Work.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Number of people trained on EIA and named Equality Champion within Criminal Justice Social Work.</li> </ul>	August 2011
	Gordon Aitken	<ul style="list-style-type: none"> <li>▶ Establish a working group; chaired by the Equality Champion, to drive forward the equality agenda, including completing EIA's in all Criminal Justice Social Work service areas.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Equality working group in operation.</li> <li>▶ Number of EIA's undertaken.</li> </ul>	August 2012

### Objective 3. To make access to our service easier

Project / Improvement Action	Lead Officer	Output	Outcome	Timescale
<p>3. Improve Criminal Justice Social Work service users' access to other Council services.</p>	<p>Lesley Shirley Dorothy McLeary</p>	<p>▶ Improving the accessibility of information on other Social Work Services made available within Criminal Justice Social Work reception areas through identified staff members having responsibility for this.</p>	<p>▶ Have identified staff responsible for managing information in reception areas and providing more comprehensive information that is available to service users on other Social Work services. .</p>	<p>August 2010</p>
	<p>Criminal Justice Social Work Management Team</p>	<p>▶ Each discrete area within Criminal Justice Social Work making links to appropriate Council services, including inviting representatives to team meetings to facilitate sign posting to other services.</p>	<p>▶ Attendance of other Council services at Criminal Justice Social Work team meetings evidenced through team meeting minutes.</p>	<p>August 2010</p>
	<p>Criminal Justice Social Work Management Team</p>	<p>▶ Maximising the opportunities presented by the NSCJA and other existing forums to improve partnership working.</p>	<p>▶ Participation in NSCJA development forums and other existing forums.</p>	<p>August 2011</p>

### Objective 3. To make access to our service easier

Project / Improvement Action	Lead Officer	Output	Outcome	Timescale
<p>4. Develop services for young people and women in the Criminal Justice system.</p>	<p>Sharon Thomson Audrey Howard</p>	<ul style="list-style-type: none"> <li>▶ Following a review of the Women Offenders' group-work module, we will implement a new design.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Implement revised module.</li> </ul>	<p>August 2010</p>
	<p>Sharon Thomson</p>	<ul style="list-style-type: none"> <li>▶ We are contributing to the NSCJA review of services for women offenders.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Priority issues from review taken forward.</li> </ul>	<p>August 2011</p>
	<p>Sharon Thomson</p>	<ul style="list-style-type: none"> <li>▶ Undertaking a mapping exercise with Children and Families of transition issues of young people at interface between the youth and adult criminal justice system.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Mapping exercise completed.</li> </ul>	<p>August 2012</p>

## **Objective 4. To promote an understanding of Social Work within the community**

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### **Why Is It Important?**

This objective links to the following plans as outlined:

- ▶ **National Objectives and Standards**
  - Community Safety and Public Protection.
  
- ▶ **North Strathclyde Community Justice Authority**
  - Increase understanding and confidence in the Criminal Justice system.
  
- ▶ **Social Work Inspection Agency, Inverclyde Action Plan**
  - Social Work Services should develop a strategic plan. The plan should include clear timescales and robust targets for delivery. The plan should include performance reporting arrangements.
  - The Council should develop a clear vision for the Social Work Services of the future, setting out clear aims and objectives for the service understood by all social work staff, partner agencies and people who use Social Work Services.
  
- ▶ **Corporate Plan**
  - Educated, Informed, Responsible Citizens.
  
- ▶ **Single Outcome Agreement**
  - Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.



## Objective 4. To promote an understanding of Social Work within the community

In taking forward this objective Criminal Justice Social Work services have identified the following challenges and opportunities:

### Challenges

- ▶ Relationships with media.
- ▶ In positively promoting Offender Services how do we communicate the nature of community disposals and intervention without breaching confidentiality but presenting “real examples”?
- ▶ Community perception / understanding of effective community and reparative disposals.

### Opportunities

- ▶ Use existing Council links to media to promote and improve profile.
- ▶ Explore opportunities to engage with other community forums to promote Criminal Justice Social Work Services.
- ▶ Provision of information to communities via:
  - Internet
  - Leaflet etc
  - Report
  - Web links
  - Posters
- ▶ Identifying opportunities for Criminal Justice Social Work services to be promoted at Council organised open days.

## What Will We Do?

### Objective 4. To promote an understanding of Social Work within the community

Project / Improvement Action	Lead Officer	Output	Outcome	Timescale
<p>I. Investigate how we use media resources available to the Council to promote our services.</p>	Anne Clark	<p>▶ Make links with the Corporate Communication service with view to developing an understanding of their role in promoting Criminal Justice Social Work.</p>	<p>▶ Corporate representatives invited to Criminal Justice Management Meeting to progress.</p>	August 2011
	Anne Clark	<p>▶ Publicise “Payback” in the community.</p>	<p>▶ In consultation with Corporate Communication, utilise identified mediums to promote Criminal Justice Social Work services, including publicising “payback” in the community.</p>	August 2011

## Objective 4. To promote an understanding of Social Work within the community

Project / Improvement Action	Lead Officer	Output	Outcome	Timescale
<p><b>2.</b> Develop and improve communication with other agencies and forums that have the potential to impact on the lives of Criminal Justice Social Work service users.</p>	<p>Anne Clark Criminal Justice Social Work Management Team</p>	<ul style="list-style-type: none"> <li>▶ Identify and form links with relevant agencies and forums</li> <li>▶ Raising the profile of Criminal Justice Social Work service user issues and needs.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Mapping exercise of relevant agencies and forums undertaken.</li> <li>▶ Improve and consolidate engagement with agencies and forums.</li> </ul>	<p>August 2011</p>
<p><b>3.</b> Improve understanding of current processes in place to manage adverse developments and contribute to how these might be enhanced.</p>	<p>Audrey Howard  John Bradley</p>	<ul style="list-style-type: none"> <li>▶ Making links with Corporate Communication service with a view to understanding how adverse developments are managed within the Council.</li> <li>▶ Criminal Justice Social Work Management being fully appraised of serious incident paperwork and look to develop a process to accompany this if felt appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Corporate representatives invited to Criminal Justice management meeting to progress.</li> <li>▶ Serious incident paperwork tabled as item for consideration at Criminal Justice management Team to discuss how to take forward.</li> </ul>	<p>August 2011  August 2010</p>

# Objective 5. To have a competent and valued workforce

## Why is it Important?

This objective links to the following plans as outlined:

- ▶ **Single Outcome Agreement**
  - Our public services are high quality, continually improving, efficient and responsive to local people's needs.
  
- ▶ **Changing Lives**
  - Workforce Development.
  
- ▶ **North Strathclyde Community Justice Authority**
  - Continue to improve opportunities for joint training.
  
- ▶ **National Objectives and Standards**
  - A workforce with the appropriate skills mix, targeted appropriately.
  
- ▶ **Social Work Inspection Agency, Inverclyde Action Plan**
  - Social Work Services should consider a scheme of delegated financial responsibility and decision making. This should include staff training focusing on the benefits of budget control as near to the point of service delivery as possible.
  - Social Work Services should develop a performance management framework for all their services. This should be done quickly. Social Work Services should make sure that all front line staff should be clear about numerical targets they should be working to achieve.
  - Inverclyde Council should develop a corporate staff appraisal system.
  - Inverclyde Council's planned development of a corporate IT strategy should address the many IT arrangements information system deficits in social work.
  - The Council should develop a clear vision for Social Work Services of the future, setting out clear aims and objectives for the service understood by all social work staff, partner agencies and people who use Social Work Services.
  
- ▶ **Corporate Plan**
  - A Modern, Innovative Organisation.

## Objective 5. To have a competent and valued workforce

In taking forward this objective Criminal Justice Social Work services have identified the following challenges and opportunities:

### Challenges

- ▶ Staff release issues, in that, expected to deliver and learn at the same time, for example the introduction of MAPPA.
- ▶ Financial provision to support staff development i.e. opposed to Criminal Justice Social Work “task” orientated training.
- ▶ Gaps in training to address particular offending behaviour, e.g. violence.
- ▶ Lack of training opportunities for non qualified social work staff.
- ▶ Access to Senior Practitioner status and how this can be used effectively within Criminal Justice Social Work services.
- ▶ How to keep people focused on day-to-day operational activities within a constantly changing structural and policy environment, for example, move to the Community Justice Authority’s, Single Status etc, and the resulting effect on staff morale.

### Opportunities

- ▶ Link training issues to supervision strategy.
- ▶ The evaluation of the Performance Review Framework.
- ▶ Supporting staff engagement with the Changing Lives practitioners’ forum.
- ▶ Community Justice Authority training strategy.
- ▶ Promote award applications for Criminal Justice staff e.g. APSE.
- ▶ PSIF pilot within Criminal Justice Social Work.

## Objective 5. To have a competent and valued workforce

Project / Improvement Action	Lead Officer	Output	Outcome	Timescale
<p>1. Criminal Justice Social Work management team will re-visit the existing supervision policy in the light of recent developments, such as the staff performance review framework and supervision training, with a view to Criminal Justice Social Work taking forward a coherent strategy within their service.</p>	<p>Gillian Booth</p>	<p>▶ Criminal Justice management team review the existing supervision policy.</p> <p>▶ Develop a coherent supervision strategy which evidences links with staff performance review framework.</p>	<p>▶ Supervision Policy is tabled at the Criminal Justice Social Work management team meeting and action plan identified.</p>	<p>August 2012</p> <p>August 2012</p>
<p>2. Explore ways of recognising, publicising and rewarding best practice.</p>	<p>Anne Clark</p>	<p>▶ Identify areas of best practice that could be considered for an award opportunity.</p>	<p>▶ Submit award entries.</p>	<p>August 2012</p>

## Objective 5. To have a competent and valued workforce

Project / Improvement Action	Lead Officer	Output	Outcome	Timescale
3. Contribute to the development and implementation of the NSCJA Criminal Justice Social Work Training Plan and Inverclyde Social Work Training Plan.	Criminal Justice Social Work Management Team	<ul style="list-style-type: none"> <li>▶ Identifying staff training needs and forward these to the NSCJA Criminal Justice Social Work Training and Development Officer and to ASM Training in Social Work.</li> <li>▶ Look to develop in conjunction with the appropriate training officer, training courses to meet these needs where none nationally exist.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Staff needs are recognised within the relevant training plans.</li> </ul>	<p>August 2010</p> <p>August 2012</p>
	Criminal Justice Social Work Management Team	<ul style="list-style-type: none"> <li>▶ Identifying opportunities to participate in the Changing Lives agenda.</li> <li>▶ Developing a mechanism that allows feedback from this to form Criminal Justice Social Work agenda.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Staff participation in the Changing Lives agenda and feedback considered at the Criminal Justice Management Team Meeting.</li> </ul>	August 2011
4. Support all staff participation in Changing Lives agenda.	Gordon Aitken	<ul style="list-style-type: none"> <li>▶ Identifying opportunities to participate in the Changing Lives agenda.</li> <li>▶ Developing a mechanism that allows feedback from this to form Criminal Justice Social Work agenda.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Staff participation in the Changing Lives agenda and feedback considered at the Criminal Justice Management Team Meeting.</li> </ul>	August 2011

Inverclyde Social Work  
Criminal Justice Services  
99 Dalrymple Street  
Greenock  
PA15 1HU