

**FIFE COUNCIL**  
*Justice Social Work*



# Performance & Improvement Plan

2023 - 2024



@fcjusticesw

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## FOREWORD

The Justice Social Work Performance and Improvement Plan for 2023/24 sets out a clear framework for improvement over the forthcoming year. These include improvement planning for those leaving prison and for women experiencing the Justice system. Alongside this, there are plans to strengthen Unpaid Work provision and to build upon the positive foundations of sharing what Justice Social Work throughout local communities. I am also delighted to see tangible evidence of positive outcomes on Community Payback Orders, and within that Unpaid Work. I am also happy to see that employability has been highlighted as a priority this year as there are clearly significant barriers to those with criminal records securing meaningful employment. In line with Fife Council's ambitions for inclusivity and opportunities for all, the Service hope to build positive relationships with internal partners and external agencies to provide positive, sustainable destinations in the workplace.

This plan is ambitious, forward thinking and sets out a clear improvement agenda. I am again very happy to endorse this plan and remain confident that the Service will continue to develop and improve throughout this period. I would like to take this opportunity to thank the service, for their ongoing commitment, energy and passion toward continuous improvement and service inclusivity and engagement.



Kathy Henwood

Head of Education & Children's Services  
(Children & Families and Justice Services)  
Chief Social Work Officer

## INTRODUCTION

I am delighted to introduce the Fife Justice Social Work Service Plan 23-24. As Service Manager for Quality Improvement, producing the Annual Plan and Performance Improvement Framework (PIF) provides the Service with priorities for improvement and ensures that these areas are 'spotlighted' in terms of resource and development.

The plan provides a summary of the improvement areas for 22-23 which are now concluding, the majority of which have been successfully completed, and others which will require longer term focus, therefore have been added to this year's PIF. As we move into 23-24, the plan sets out the updated Performance Improvement Framework, highlighting the areas of priority and a brief overview of the rationale for highlighting these areas.

Most importantly, the plan showcases the innovative practice evidenced by staff across Fife Justice Social Work Service, including the Service Training Plan and work undertaken by the Groupwork Services Team. This practice is brought to life in the form of good practice examples, including service user feedback and positive practice highlighted by staff.

The Service Manager and I would like to take this opportunity to thank our staff for their hard work and dedication to users of our service, which is clear throughout this plan.



Lisa McCran

Service Manager  
Quality Improvement  
Fife Justice Service

## UNDERSTANDING THE FIFE CONTEXT

Fife is the third largest local authority area in Scotland by population, which is estimated to be around 374,730 (as recorded on 21 June 2021, *National Records of Scotland*). With an increase of 7.1% since 2001, the population of Fife continues to increase at a slightly slower pace than the Scottish average of 8.2%. Within this context, Fife Justice Social Work Service provide services to Fife residents who are made subject to an Order or Licence because of an offence(s) being committed. Alongside delivering Court disposals, the Service also deliver a range of interventions including Enhanced Bail Supervision (EBS) and Diversion from Prosecution. Traditionally, Justice Social Work became involved at point of conviction, this changed in April 2021, with the creation of EBS which provides support to individuals pre-conviction. Diversion from Prosecution supports the diversion of individuals from the Justice System, avoiding the Court process and providing support to reduce the likelihood of a similar incident(s) recurring in the future. The success rate of Diversion from Prosecution in Fife during 2021-22 was 94%, 14% above the national average of 80%.<sup>1</sup>



The infographic below provides an overview of the work undertaken by Fife Justice Service from 1 April 2021 – 31 March 2022. The significant increases worth noting include Enhanced Bail Supervision Orders transitioning from minimal Orders being requested prior to the new service being developed to 670 assessment requests, resulting in 182 Orders imposed, of which 90% were successfully completed. Another marked improvement was the increase of successfully completed groupwork programmes increasing from 65% to 88%. The overall successful completions of Community Payback Orders have steadily increased over the last 3 years (1% each year) with 79% of all Orders successfully completed in 2021-22. This is in line with this national average of 79%.

<sup>1</sup> Data extracted from Scottish Government Justice Social Work Statistics 2021-2022

## FIFE JUSTICE SOCIAL WORK SERVICE 2021-2022



**1,643 Criminal Justice  
Social Work Reports  
completed**



**79% Successfully completed  
Community Payback Orders**



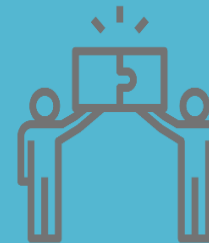
**258 Home Background Reports  
requested**



**654  
Supervised Bail Requests**

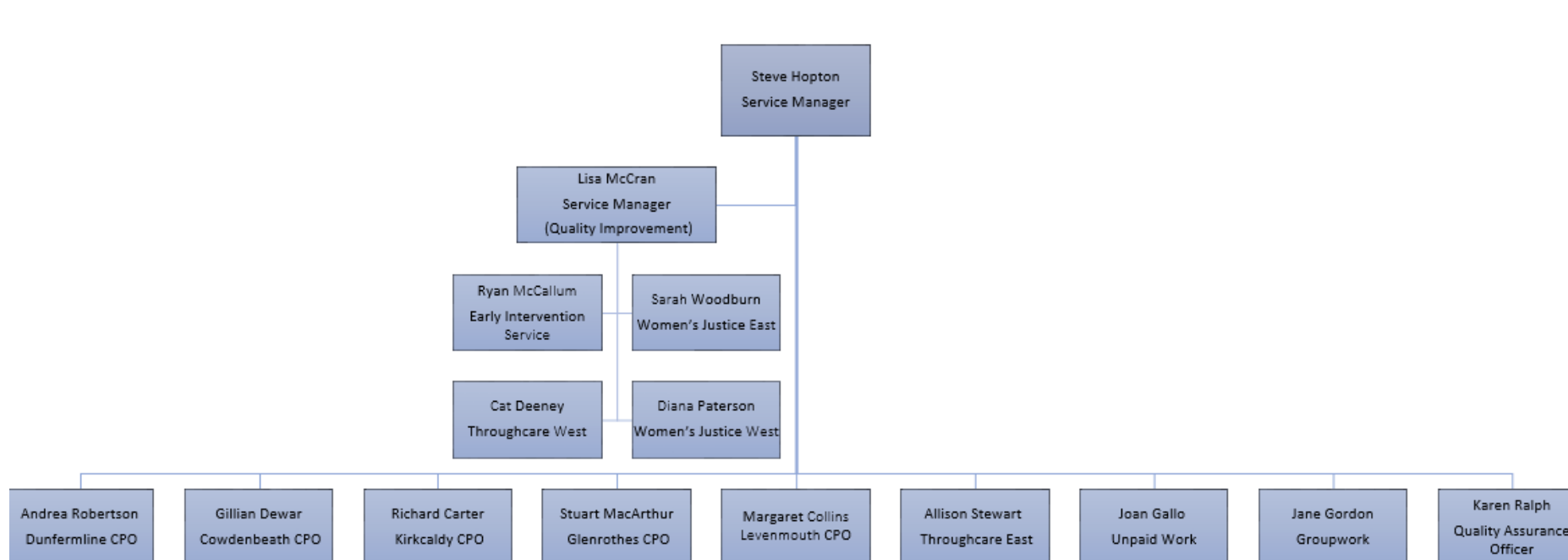


**94%  
Diversion cases  
successfully completed**



**15,135  
Unpaid Work hours completed**

## FIFE JUSTICE SERVICE ORGANISATIONAL STRUCTURE



Fife Justice Social Work Service is responsible for providing a statutory social work service for those living in Fife, involved in the Justice System. The Service operates several geographical based teams who work with service users subject to Community Payback Orders, with Fife-wide teams providing specialist services. All teams within the Justice Service have a dedicated Team Manager who support Senior Practitioners, Social Workers, and Social Work Assistants to deliver frontline services. In addition to this model, the Women's Justice Teams have four members of NHS staff who provide addiction, mental and physical health services to female service users.

## CHANGES TO SERVICE PROVISION

In November 2022, the decision was made to transition specialist Drug Treatment and Testing Orders (DTTO) into Community Payback Area Teams, resulting in the existing DTTO team being dissolved, with staff members with specialist experience and training, being incorporated into area teams. This has ensured that service users subject to DTTO's are managed as part of wider Community Area Teams and the skills and experience held by those staff, are being utilised across the teams for those who experience addiction issues. A positive development from this decision includes the extension of holistic therapies and specialised groupwork programmes offered by Social Work Assistants to a wider group of service users, previously only offered to service users subject to DTTOs. This quote evidences the benefits of the 'CARA' programme which focuses on the impact of trauma in early childhood. Participation increases service user awareness and understanding of how their behaviour can impact on their family and wider networks.

*"It has helped me understand some of my own childhood and the impact that had on me as an adult. I now feel more equipped to attend Children & Families meetings."*

Staff involved in delivering Unpaid Work includes 1 Lead Officer, 1 Senior Social Work Assistant, 3 Project Officers and 14 Supervisors who are located across Fife ensuring that where possible, service users undertake unpaid work projects within their local area. At Christmas time, the squads created Christmas wreaths which were sold, with £430 of the proceeds being donated to Kirkcaldy Samaritans.



Business Support colleagues are a critical part of the Justice Service, providing invaluable support and guidance to Justice staff, ensuring that they can deliver services to individuals and stakeholders, such as the Court. The Service currently has 20 business support staff with 4 supporting MAPPA, located in offices throughout Fife.

## NATIONAL DEVELOPMENTS



There are several national developments which will have an impact on the Services delivered in Fife. A brief overview is set out below with the understanding that these are at varying stages of implementation.

### **Children (Care and Justice) (Scotland) Bill**

This legislation looks to bring all individuals 18 and under within the scope of the Children's Hearing System. This will have an impact on the recommendations made by Criminal Justice Social Work Report writers when considering potential disposal options for anyone within this age bracket.



### **Whole System Approach Extension**

This involves the extension to the already established Whole System Approach (WSA) which outlines the requirements to review all children and young people in custody. The previous age limit for consideration under WSA was 18, however this will increase to the age of 21 from 1 April 2023. This may have some resource implications for the wider Service.

### **Updated National Throughcare Guidance**

Current national throughcare guidance was issued in June 2004. The Scottish Government are undertaking a full review of the guidance, including post custodial release plans for all who are released from custody. The review is currently at the early stages, however once concluded, this will provide updated guidance on the support offered to those released from custody, including those offered voluntary throughcare.

**Criminal Justice Social Work Report Guidance**

Scottish Government are reviewing the template for Criminal Justice Social Work Reports (CJSWR's) which involves piloting in several local authorities. Whilst the pilot continues, interim feedback is positive both in terms of the template framework and the increased opportunity for clear and detailed analysis. The conclusion of the review will hopefully see these positive developments rolled out to improve CJSWR's across the country and, pending full sight of the proposals, will be welcomed here in Fife.

**National Care Service**

As consultation is ongoing whether Justice Services will be encompassed within the National Care Service, Fife Justice Service continue to remain aware of the possible benefits and challenges this may bring to the operational delivery of our Service. With a frontline practitioner selected to be part of a National Care Service consultation, it is hoped views of our workforce will be represented as part of this exercise.

## REVIEW OF KEY PRIORITIES 2022-23

The [Performance Improvement Framework 2022-23](#) included six areas for improvement. The sections below provide a brief overview of the areas and the progress made in respect of achieving these outcomes within the required timescale.

### 1. Continue to Embed Robust Performance and Quality Improvement Processes Within Fife Justice Service

As detailed within the Performance Review section of the plan, this area has developed significantly over the last 12 months. The appointment of a Quality Improvement (QI) Service Manager has supported the development and embedding of file audits and KPI analysis. Alongside the development of tools and identifying a variety of different casework to audit, the QI role was also developed to support the engagement of frontline staff in an audit process which was previously unknown to them. The feedback from staff in respect of the new auditing process has been positive, this being attributed to the improved feedback process, the sharing of information with staff around the outcomes and inclusive decision making via practitioner groups.



### 2. Establish Services for Diversion/SDS/EBS

This priority area aimed to build upon the success of the national award-winning Enhanced Bail Supervision Team, which involved transitioning all Diversion from Prosecution and Structured Deferred Sentences from Community Payback Area Teams to the Early Intervention Service. Developing this service ensures that all early intervention work is managed by one team, improving consistency in respect of decision making alongside developing positive dialogue with partners.



As the Enhanced Bail Supervision Team focus on welfare needs and the promotion of a holistic approach to working with service users, it was identified that a similar approach would be beneficial to those subject to Diversion from Prosecution and Structured Deferred Sentences as these service users are generally assessed as posing a lower risk of further offending and harm.

Often, individuals who are deemed suitable for Diversion from Prosecution and Structured Deferred Sentence require support in many areas of their life, namely welfare, to reduce the risk of a similar incident occurring again in the future. This is sought to be achieved through the Early Intervention Service.

### **3. Developing Youth Justice Services**

In April 2022, it was agreed that Youth Justice Services for 16–17-year-olds would transition from Children and Families to Justice Services. Within the priority action, it was identified that staff with relevant experience and skills of working with this service user group would be crucial to developing a service which, where possible, divert young people from the adult justice system and where Court Orders are imposed, work with these individuals' using person centred, age-appropriate interventions. Since April, the Service has recruited two full time social workers who have responsibility for delivering a youth justice service and the outcomes have been positive. An example being a young man who has accessed employability, community groups and physical activities with feedback from his grandmother detailing the positive change she has seen since being subject to a Community Payback Order. As detailed in National Developments, the extension of the Whole System Approach to the age of 21 and the possible implication on resource is yet to be seen, however the Service will continue to deliver supports for those who find themselves in a custodial setting and support them upon release.

### **4. Enhancing the Service Delivered to Dundee Sheriff Court and North-East Fife**

This area of the action plan focused upon a review of the provision provided in North-East Fife, particularly in terms of the rurality of this area and the associated isolation and geographical challenges. In addition to this, representation at Dundee Sheriff Court has been a longstanding challenge due to the Court being situated out with Fife, however regularly dealing with Fife service users due to the closure of Cupar Sheriff Court. Over the last 12 months, the staffing complement has increased within the Throughcare East Team which covers the North-East Fife area in terms of both Throughcare and Community Payback Orders. This increase in staff provides resilience and support for those working in North-East Fife and promotes equity of service to those living in that area.

## 5. Improve Delivery of Throughcare Services

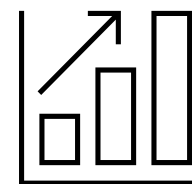
The review and development of Throughcare provision in Fife was identified as a priority due to the everchanging landscape both in terms of legislation and practice for workers in Throughcare. Discussion took place as part of a Throughcare working group with representation from both managers and frontline practitioners. As a result of the findings of this group, additional resource in the form of both Social Workers and Social Work Assistants were secured and have since commenced work in the teams.



The pre-release service is an area of priority which will be included in the Performance Improvement Framework for 2023-24 as this service commenced in April 2023. This service will look to support service users identified for release, six weeks prior to liberation, then upon release and for the first six weeks in the community. The evidence for this service is based on the number of service users recalled to custody within the initial weeks of release being higher than any other timeframe, identifying the requirement for more intense support/monitoring.

## 6. COVID-19 Recovery Plan

This area relates to the COVID-19 recovery plan and associated funding provided by the Scottish Government. Initially, the short-term nature of this funding caused significant issues in terms of recruitment, however since the Scottish Government have increased the duration of this funding until April 2027, this has supported the Service to recruit several new workers who have been invaluable to teams across the Service. As detailed above, the success of the Performance Improvement Framework 2022-23 heavily relied upon the increased staffing complement to provide services who need it most. In the knowledge that Court backlogs and increased work may be a reality in the coming weeks/months, the COVID-19 consequential funding has ensured that Fife Justice Service have the resilience in terms of staffing to deal with any increase in demand. Currently, statistics evidence a steady upward trend in respect of work, moving back to 'pre-COVID-19' levels.



## IMPROVEMENT PRIORITIES 2023/24

As detailed within the [Performance Improvement Framework 23-24](#) there are six priorities which have been identified as a result of the service wide analysis exercises undertaken, highlighting both positive practice and areas for improvement.

### 1. Throughcare Pre-Release Support

The development of a Pre-Release Support Service for statutory throughcare service users is the next step on the journey of developing a 'gold standard' throughcare service. This Service will formalise practise, ensuring that every service user leaving custody, subject to statutory supervision, will be visited 6 weeks prior to release where preparation for re-integration will begin. It is hoped that providing intense support for individuals at this time and upon release will reduce the number of service users being recalled to custody. The initial revision and development of Fife's statutory throughcare service was included in Performance Improvement Framework 2022-23, and this has proved to be extremely valuable. These developments could also be influenced by national throughcare guidance which will provide consistency across Scotland in terms of service expectations. Moving forward, it is acknowledged that the development and embedding of a new service such as this will require evaluation and possible revision as it begins to operate in practice.



### 2. Liquid Logic Implementation

The implementation of Liquid Logic as a replacement for the existing database system, SWIFT, took place on 3 April 2023. Ensuring staff are trained and feeling confident when operating the system is critical for the successful implementation. Support in the form of familiarisation sessions, online guides and 'Liquid Logic champions' within teams ensures staff feel supported to learn the new system and associated processes.

### 3. Development of Unpaid Work (UPW)

This area of the Service has been highlighted as priority within the Performance Improvement Framework as it is acknowledged that the challenge of incomplete UPW hours as a result of COVID-19 is a national issue which is experienced across every local authority. Alongside considering ways to increase the throughput of UPW Orders and provide individuals with the opportunity to complete hours in creative and flexible ways, it is also vital that the Service continue to prioritise the development of new initiatives and projects to develop skills and experience for service users. Although Unpaid Work can be viewed as one of the more punitive community-based disposals, it is recognised that providing service users with new skills and increased confidence may result in a greater likelihood of employability. With employability being one of the protective factors linked to the reduction in risk of further offending, providing development opportunities supports the reduction in recidivism and community safety.



### 4. Employability, Tackling Poverty and Preventing Crisis

Unfortunately, poverty and crisis are recurring themes which are experienced by Justice service users. With the 'cost of living' crisis and rates of dishonesty crimes increasing as a possible consequence, the importance of attempting to support service users and their families remains a priority for the Service. Alongside these immediate needs, the promotion of employability fits into the Service agenda for maintaining positive change and promoting desistance from offending.





The reality of having a criminal record has significant implications for employment has been a longstanding issue for many of our service users, with many holding relevant qualifications or work experience but unable to overcome the barrier of disclosing convictions. This priority looks to support partnership working with Fife Employability Team who are experienced in accessing employability support for those with barriers to work. This approach will be piloted with TURN Men's Group and potentially expanded to the wider service in the longer term.

Providing representation from Justice Social Work in Kirkcaldy and Dunfermline Sheriff Courts is an essential role for Justice staff. As a result of incidents which have taken place at Court, resulting in service users in crisis, it is evident that there is a requirement for formal processes for those who present at Court, especially those who appear from custody. There have been instances where service users become homeless, either due to bail conditions being imposed or the incident resulting in a change of circumstances for the person e.g., relationship breakdown. There are also regular occurrences of individuals being released from custody and presenting as a risk to themselves, often late in the day when services are unable to respond. These issues are not exclusive to Fife, with a recent national working group being created to develop a multi-agency response to these situations. Alongside implementation of outcomes from the national group, efforts to engage with partner agencies on a local level to improve the services offered to those in need is essential to reduce crisis.

## 5. Community Engagement

Over the last 12 months, members of staff have provided inputs to various organisations to increase awareness around the role of Justice Social Work and attempting to reduce the stigma associated with service users involved in Justice. Inputs have taken place at Robert Gordon University, Stirling University, Fife High Schools, Fife College, Police Scotland and Justices of the Peace from Dunfermline Sheriff Court. There was also the opportunity to attend the People and Communities Scrutiny Committee.





*"I was unaware of JSW. This was very informative also helpful educating me of the justice system"*

*"Thank you for your time. I learned a lot today. This is the kind of work I want to do in the future now."*

*"I enjoyed how informative everything was and gave me some ideas for future careers."*

Feedback provided from Fife College students after receiving a presentation from Fife Justice Service

Over the next 12 months, it is hoped that this can be expanded upon, with the opportunity to continue delivering inputs to those who are interested in Justice Social Work and increase awareness within the local areas by attending community meetings.

## 6. Women's Services

Since the creation of the Women's Justice Team in 2012 as a result of recommendations of the Commission on Women Offenders Report (2011), the team have developed excellent practice and approaches with female service users across Fife. The addition of NHS colleagues further enhanced the multi-disciplinary nature of the team, supporting the promotion of trauma informed services with the assurance that females with complex trauma are supported to manage their symptoms and reduce the likelihood of crisis and re-traumatisation.

Despite the team working hard to remove barriers which impact on levels of engagement, there are two areas which will be focused upon over the next 12 months. The development of alternatives to workshop environments may reduce the likelihood of re-traumatisation and promote positive, therapeutic options to completing unpaid work hours, which benefit both the service user and the community. This has been trialled in North-East Fife at the Deer Centre.

Secondly, securing dedicated premises would support the development of a dedicated, safe, nurturing environment for female service users. This resource would provide space, where service users could liaise with Justice staff, third sector support and engage with groupwork programmes to support rehabilitation.

## SPOTLIGHT ON SERVICES

### Trauma Informed Practice

As detailed within [Fife Justice Service Plan 2022-23](#), Trauma Informed Practice (TIP) and its implementation across all practice in Fife Justice Service has been a priority for many years. In the last year, the Service have made further steps to developing these practices and supporting trauma across the wider social work Service and directorate. As our Service is widely recognised in terms of trauma responsive practice, presentations have been delivered to Robert Gordon University and Fife College.

Alongside this, Fife Justice Service also has representation as part of Fife Council's Trauma Collective, a practice-based group focusing on the operational implementation of TIP in the workplace. The Quality Improvement Service Manager also represents Justice Social Work at the Trauma Steering Group which is a strategic oversight group. Whilst continuing to provide trauma informed training to all staff (with a growing number of staff trained to level 3), Fife Justice were also a pilot local authority, hosting 'Connecture' a voluntary groupwork programme designed for males involved in the Justice System. This programme looks to identify and manage symptoms of trauma and support the service user to develop alternative coping mechanisms which are more positive for themselves and others.



With the Scottish Government acknowledging the importance of a trauma informed workforce through significant investment nationally alongside the published [toolkit](#), Fife Justice Service welcome any further advancements which can be made in this area.

### Big Hoose Project

In terms of supporting families experiencing poverty, the Service has developed a partnership with the 'Big Hoose' project, providing families in Fife with items which have been provided by Amazon and other businesses. This opportunity has allowed the Service to support service users when potentially in crisis, with clothes and food items. Supplying basic items such as duvets, crockery and cutlery has promoted independence and supported service users to sustain their own tenancy long term where they may have been unable to do so without this support. In the coming year we hope to build upon this inventory, raising funds through community projects which can go towards purchasing of essential goods for those who require it.



### Addiction and Mental Health

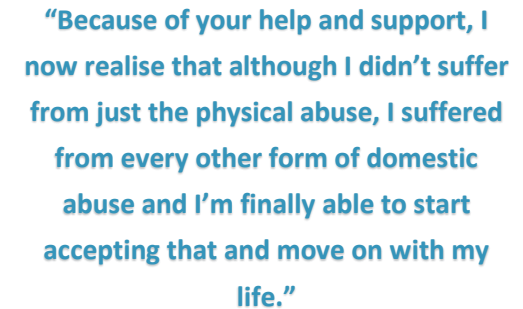
Addiction and mental health are two of the most prominent issues experienced within Justice Social Work. Acknowledging the barriers our service user group face when attempting to access generic health services, prompted the development of NHS services which have been embedded within the Women's Justice Team (WJT). With this model quickly becoming invaluable to the staff and service users within WJT, the attention has now turned to providing similar services to male service users. With 38%<sup>2</sup> of males being assessed as having some evidence of poor mental health during engagement with Justice Social Work, this highlights the requirement for enhanced supports in the community for those who are impacted by poor mental health and/or addiction.

Over the next 12 months, the Service hopes to further develop engagement with specialist partners relating to addiction and mental health. Doing so, will enhance worker and service user knowledge of what is available in the community alongside increased dialogue with partners to consider the possibility of bespoke services for Justice service users who can be labelled as 'non engagers' with little consideration of the individual's circumstances.

<sup>2</sup> Based on information collated from Fife data (LSCMI) from 1 April 2021 -31 March 2022.

## Violence against Women and Girls

The safety of women and girls underpins a significant amount of work undertaken in Justice Service. With 80% of domestic abuse incidents in Scotland involving a female victim/survivor and male perpetrator (Zero Tolerance, 2020-21) the robust management and monitoring of those who pose a risk to intimate partners is a key role of Justice Social Work staff. As part of the Caledonian System, a programme developed for perpetrators of domestic abuse, dedicated women's workers are available to provide support to the partner/victim of the offence throughout the time on the programme. This support is voluntary, with females engaging to varying degrees, however at its most basic level, will provide the female with an overview of the male's involvement on the programme. The Women's Worker will also provide any relevant information to the Client Liaison Meetings (CLMs) where everyone involved in the case will discuss information relevant to the assessment and management of risk. The dedicated children's worker is also available to work with children who may or may not have been directly impacted by domestic abuse, with varying degrees of involvement depending on the needs of the child.



"Because of your help and support, I now realise that although I didn't suffer from just the physical abuse, I suffered from every other form of domestic abuse and I'm finally able to start accepting that and move on with my life."

MARAC (Multi- Agency Risk Assessment Conference) and MATAC (Multi-Agency Tasking and Co-Ordination) are both processes which were developed to both provide support and improve detection of domestic abuse offences. Fife Justice Service commit to both, with specific team managers retaining responsibility for participation, and in some instances chairing these meetings. The contributions made by Justice Social Work can be invaluable, providing vital information to ensure that victim safety planning is robust and/or disruption or deterrence of offending can be achieved to ultimately protect victims/survivors.

## Groupwork Services

The Caledonian System is a programme delivered by the Groupwork Services Team specifically addressing the risks posed by perpetrators of domestic abuse. The team also deliver Moving Forward Making Changes (programme for those posing a risk of sexual harm) and Road Traffic Group (for those who commit road traffic offences). The team have had a high success rate of those who have successfully completed groupwork programmes, with 88% completing successfully in 2021/22. These results evidence the creative and supportive approach shown in Groupwork Services. This was further evidenced in the file audit analysis reports, with independent managers both commenting on the outstanding work undertaken by the team. With the national objective focusing on the reduction of custodial sentences, with emphasis on community-based disposals, these results provide reassurance that service users who are afforded community-based disposals including programme requirements are provided with high quality, effective interventions.

## MAPPA

The fundamental purpose of MAPPA (Multi-Agency Public Protection Arrangement) is public protection and reduction of serious harm. The multi-agency approach provides robust management of registered sex offenders, restricted patients and a critical few of those who are deemed to pose significant risk following robust assessment by local authority partners. In Fife, there are currently 568 individuals who are MAPPA managed, with 393 in the community and the remainder in custody. The importance of information sharing across all partners is vital to provide robust management of individuals, which is prioritised through these arrangements. All agencies have a 'duty to co-operate' which ensures that all relevant information is shared with appropriate partners to manage, detect and disrupt potential harmful behaviour. Fife MAPPA currently have 10.6 managed offenders per 10,000, which is above the Scottish average of 8.9.<sup>3</sup> These figures evidence the significant resource, which is dedicated to the management of these individuals, promoting public protection across Fife.

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<sup>3</sup> Based on information collated 31 December 2022.

## National Awards

This year has continued to be successful in terms of recognition on a national level, with two members of Justice staff being nominated for national awards. Vicki Lorimer was shortlisted for Scottish Social Services Award in the category of *Social Worker of the Year*. This formally acknowledged Vicki's commitment to working with female service users, highlighting numerous examples of where Vicki went above and beyond to safeguard and support vulnerable service users.



Further to Vicki's recognition, the Service was also represented at the Scottish Public Service Awards by Steve Hopton, Service Manager being shortlisted for *The Leadership Award*. As these nominations came from public service organisations across Scotland, it was a huge achievement for Steve's efforts during COVID-19 and beyond to be recognised on a national platform.



## Staffing

With staff as the Service's biggest asset, Fife Justice Service continue investment to ensure staff feel confident and competent in their role, thus delivering the best outcomes for users of the Service. The photo on the right captures the recent LSCMI risk assessment training event which was delivered by Community Justice Scotland. Due to the successful recruitment campaign in 2022, there was a number of Social Workers new to Justice Service who required LSCMI training, in response to this demand, Community Justice Scotland liaised with the Justice Training lead to arrange a bespoke training event for Fife. [The Justice Service Training Plan 23-24](#) highlights the priorities in terms of not only core training for staff to undertake their roles, but also bespoke training which has been commissioned based on file audit outcomes alongside feedback from staff.



Prior to the training plan being created, staff are consulted on the themes/issues which are affecting them within their role, this then provides a basis to develop the training which is suited to our staff group.

Alongside training, the importance of staff participation and consultation remains at the heart of Service development. As detailed in last year's plan, the practitioner groups continue to operate, with separate groups focusing on the areas of practice and quality improvement. The re-established Senior Practitioner group has also been invaluable in providing a support network for this group of staff who provide an essential role of leadership to practitioners across the Service.

The use of Good Practice Forms has continued through 2022-23, providing peers and supervisors with the opportunity to highlight positive practice. This work is then acknowledged by the Service Manager directly to the staff involved, ensuring this work does not go unnoticed. Some good practice examples have been anonymised and added below to provide examples of the work undertaken by staff over the past year.



## GOOD PRACTICE EXAMPLES

This section includes examples of good practice; positive feedback from service users and recipients of Unpaid Work. The photos speak for themselves, evidencing the transformational work undertaken by Unpaid Work across Fife.



*"Visibility of the completed projects plays an important part in the public's perception of the Unpaid Work Scheme. Seeing the work being carried out in the community, for the benefit of the community is a major part of the scheme's success. Positive feedback gives the teams a sense of pride and accomplishment."*



## CONCLUSION

The innovative practice evidenced by Justice practitioners, as detailed within this report, represents a Service which is effective, forward thinking and trauma informed. The ability of our staff to work holistically, with a focus on welfare, whilst continuing to implement robust risk management is an area of practice which can be demanding.

In supporting this practice, the areas set out in the [Performance Improvement Framework 2023-24](#) highlight areas for priority which aims to improve service delivery and support staff to do their job to the best of their ability. Whether the new Throughcare Support service supports an individual leaving custody and promotes re-integration, or the development of employability services supports an individual who has been unemployed since conviction, these initiatives aim to promote and sustain desistance from further offending behaviour.

As the service moves forward, the emphasis is not only on the six improvement priorities for 2023-24, but also ensuring that the outcomes achieved as part of previous PIFs are sustained. It is important not to overlook the core duties involved in Justice Social Work and ensure that staff have the resources required to achieve the best outcomes possible for the people they work with. Fife Justice Service remains fully committed to working with partners to achieve safer communities alongside supporting service users to achieve their full potential.

