



Fife Justice Social Work Service



Performance Review and Improvement Plan

An overview of Justice Social Work in Fife

2022-23



@fcjusticesw

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FOREWORD

Once again, I am delighted to introduce the Justice Social Work Service Performance Review and Improvement Plan. This highlights areas where performance has been reviewed and actions taken, it will also clearly identify the service priorities for the next 12 months and finally provide clarity on those areas of work that have been identified for improvement.

The plan seeks to build upon an outstanding year for the service where they received five nominations for national awards including four at the joint SSSC and SASW Awards in October, which highlights the best of practice across the social work profession in Scotland. The Service was delighted to receive the SASW Award 'Making Change Happen' for their innovative and ground-breaking Enhanced Bail Supervision service. Further success followed at the COSLA Excellence awards in February when the Service was awarded 'Tackling Inequalities and Improving Health' for their revamped and renewed TURN Men's Service. These awards not only outline the excellent practice taking place in Fife Justice Service but also proudly represent Fife Council on the national stage.

These awards, along with the delivery of improved services, happened during the second year of the global pandemic at a time when services had to be delivered in new ways, utilising new methods whilst continuing to prioritise staff safety. I would like to acknowledge my gratitude to colleagues across the Justice Social Work Service who have positively contributed to the Service delivery during this time and to the forward-thinking vision of the Service as we embark upon our recovery.



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

INTRODUCTION

The Justice Service plan for 22/23 builds upon the success of last year's plan in identifying priorities and builds in elements of performance review to offer examination of the improvements made to our self-evaluation processes, and to ensure we remain open to scrutiny. These changes strengthen the Service's position by being more independent, more open and more responsive. It is timely that as we move out of the global pandemic that we have set ourselves targets for the coming year in the form of a Performance Improvement Framework, detailing the priorities for the Service moving forward. Throughout this plan, it is hoped that the positive work which has taken place over the last 12 months can be showcased as 2021-22 improvement priorities are reviewed and future priorities for Fife Justice Service are set out. The use of anonymised real life scenarios via Good Practice Forms, service user feedback and photographs which were produced in partnership with Community Justice Scotland as part of the 'How do we talk about Community Justice', brings to life the life-changing work undertaken by our staff on a daily basis.

Our commitment to staff as our most valuable resource has been and will continue to be the Service's top priority and I would like to take this opportunity to thank our staff for their hardwork and determination to deliver services to some of the most vulnerable during an unprecedented situation. This commitment is underpinned by the Council's own strategy which can be accessed here [Our People Matter Workforce Strategy](#). Not only did the service deliver core services, it has developed new and improved services and has subsequently received national recognition for these achievements. With new challenges ahead, the Service will continue to deliver services to tackle the issue of offending within our communities with a clear purpose and direction.



Steve Hopton
Service Manager
Fife Justice Social Work Service

UNDERSTANDING THE FIFE CONTEXT

Fife is the third largest local authority area in Scotland by population, which is estimated to be around 374,00 (*National Records of Scotland, 2020*). With the 2021 Census now underway, this will provide an updated population count in the coming months. Alongside year-on-year changes, Fife Justice Service faced its biggest challenge to date, as the global pandemic influenced all aspects of work undertaken over the last 24 months. Despite this, the service overcame such challenges to provide support to some of the area's most vulnerable service users and monitor risk with an unwavering emphasis on public protection.

The infographic detailed below provides an overview of the work undertaken by Fife Justice Service from 1 April 2020 – 31 March 2021. In addition to the statistical information relating to reports submitted to Court etc, the performance of the service is measured against Key Performance Indicators which are useful in identifying areas for development or improvement. Despite the challenges detailed above, Fife Justice Service have evidenced the ability to continue providing core services, with the number of successful completions of Community Payback Orders increasing to 78% from 77% the previous reporting year. There was also a 24% increase in successful completions of Orders with specialist programme requirements which included facilitation of the Caledonian System, a groupwork programme for perpetrators of domestic abuse.



With 15,950 hours of Unpaid Work completed by service users, this resulted in the successful completion of 483 Community Payback Orders notwithstanding restrictions on office access, workshops and placements. It is encouraging that Unpaid Work squads have now returned to full capacity in line with government guidance, with continued emphasis on supporting service users to complete the hours imposed in the quickest timeframe possible. It is equally encouraging that the Scottish

Government has extended the Coronavirus (Scotland) Act 2020 provisions relating to unpaid work, allowing for a minimum timeframe of 12-months for the hours to be completed, which will remain in place until 30 September 2022. This provides Fife Justice Service the opportunity to continue supporting service users to complete outstanding hours within the finite resources allocated in this area. With the continued backlog of Court cases expected in the coming months, this development is very much welcomed.

Fife Justice Service continue to think creatively and deliver services innovatively. Prior to COVID-19, the majority of supervision appointments took place in an office setting. With office closures and COVID-19 restrictions preventing meetings indoors, the service embraced the opportunity to meet service users outdoors, using green spaces throughout Fife to engage with them in a more therapeutic environment. The feedback from both service users and practitioners was positive, with both parties feeling the benefit of engaging out with a corporate environment. Although it is acknowledged that offence focused work requires a confidential and safe area, the use of 'walks and talks' remains as a method of engagement.



A number of approaches similar to the 'walks and talks' have been developed since the Pandemic, this shift in culture has allowed staff to focus on a holistic approach, with the priority being to address basic needs during this crisis. Feedback from service users has evidenced improvements in relationship-based practice which ultimately increases likelihood of sustained engagement and successful completion of Orders.

FIFE JUSTICE SOCIAL WORK SERVICE 2020/21



1212 Criminal Justice Social Work Reports produced for Court.

78% of service users successfully completed their Community Payback Order.

TURN

Men's Group



16 service users supported.



7 TURN service users moved on to employment or volunteering.

COSLA Excellence Award winner 2022

15,950



HOURS OF UNPAID WORK COMPLETED.

483



COMMUNITY PAYBACK ORDERS COMPLETED SUCCESSFULLY.



Throughcare Services

92 service users subject to statutory supervision.

89 males **3** females



Approximately 7 out of 10 males completed their CPO successfully.



Approximately 8 out of 10 females completed their CPO successfully.

Woman's Justice Team

100% OF FEMALE SERVICE USERS WERE REGISTERED WITH A GP.



Groupwork Services Team

89% of groupwork programmes successfully completed.

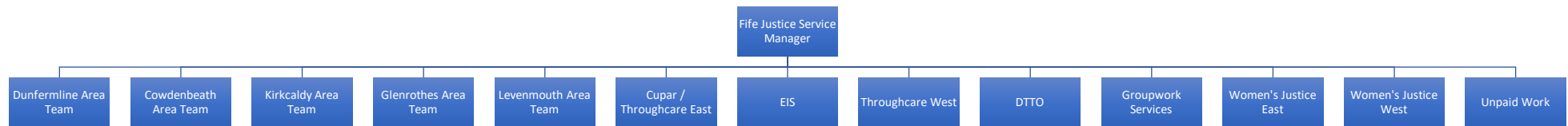
79 women offered support from Caledonian Woman's Worker.



37% increase in DTTO successful completions.

OPERATIONAL DELIVERY FUNCTIONS

Fife Justice Social Work Service Organisational Structure



Fife Justice Service are responsible for providing a statutory social work service for individuals living in Fife who are involved in the Justice System. The service operates a mixture of geographical based teams who work with service users subject to Community Payback Orders and Fife-wide resources who provide a range of specialist services. All of the teams within Justice Service have a dedicated Team Manager who supports a range of Senior Practitioners, Social Workers, Social Work Assistants and Unpaid Work Supervisors. Additionally, our Women's Justice Teams have four members of NHS staff who provide addiction, mental and physical health services to our female service users.

❖ Community Payback Order Teams and Women's Justice Teams

These teams are responsible for the completion of Court reports and supervision of Community Payback Orders (CPO). In addition, the teams based in Dunfermline and Kirkcaldy provide a social work presence within the Sheriff Court in their area to assist Sheriffs and offer support to those appearing in Court and their families.

❖ Specialist Teams

Throughcare – The work undertaken by these teams is primarily delivered under statute. The Throughcare teams work Fife-wide and provide reports for the High Court, Scottish Prison Service (SPS) and Parole Board whilst supervising those on statutory supervision following release from prison. The team also maintains contact with sentenced prisoners who will be subject to supervision upon release, primarily through the Integrated Case Management (ICM) process and when reports are requested.

Unpaid Work – A requirement of a Community Payback Order which provides support to community groups or charities as well as individuals who can request help for their projects. Unpaid work in the community provides the labour and tools and the community groups provide the materials e.g. paint, plants or building materials.



Groupwork – Delivering both the Caledonian System for men convicted of domestic abuse offences, whilst providing the partners/victims and children with support from Caledonian Women's workers. Moving Forward Making Changes is a groupwork programme focusing on a 'good lives' model for those convicted of sexual offences.

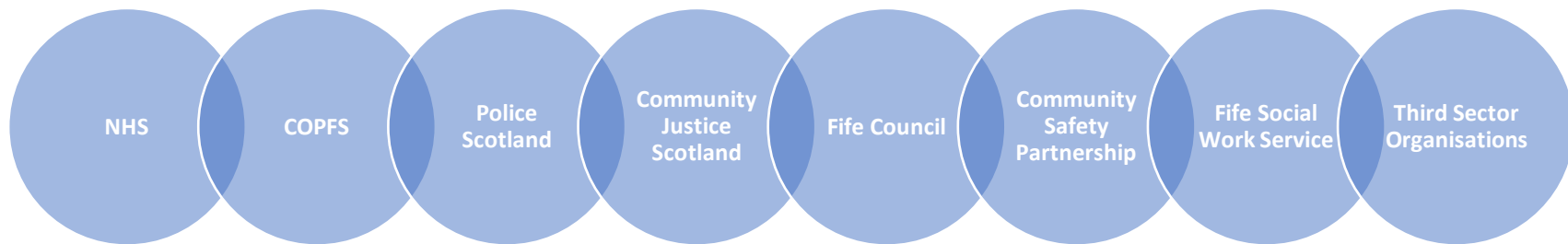
Drug Treatment and Testing Orders (DTTO) – Delivers an intensive intervention that specifically targets the reduction in illicit drug use by the individual. The principles are that by reducing the offender's use of illicit drugs there will be a reduction in offending behaviour. Alongside the aim of achieving stability for the service user, therapies such as acupuncture (*right*) can be used to reduce the feelings of withdrawal and addiction.



Early Intervention Service (EIS) – This team was originally established as the Enhanced Bail Service (EBS) in April 2021. This team evidenced the effectiveness of early intervention through supporting individuals to address welfare needs, increasing stability and ability to engage with services. Adopting this approach in a broader sense resulted in EBS staffing and remit increasing to include all of the service's Diversion from Prosecution and Structured Deferred Sentence cases and the Early

Intervention Service was established. This service has been fully functional since March 2022 and encapsulates the Youth Justice Service which recently transitioned from Young People's Team within Children's Services to Justice Service.

Fife Justice Service Partners and Stakeholders



Fife Justice Service aims to reduce the likelihood of re-offending and promote community safety. Research has demonstrated the links between offending behaviour and issues such as poverty, poor mental health, substance misuse, unemployment, literacy and childhood trauma. Our interventions are therefore reflective of the issues that require to be addressed to reduce risks both to the individual and the wider community. Throughout this plan, a number of examples of multi-agency approaches are set out, evidencing the importance of working across a range of agencies to deliver person-centred, appropriate interventions to those who require it.

A priority for Fife Justice Service in the coming months will be the preparation for a potential Diversion from Prosecution Inspection carried out by HM Chief Inspector of Prosecution in Scotland. All local authorities across Scotland have been invited to submit a Smart Survey collating responses from all strategic and operational partners prior to selection for inspection taking place. Fife Justice Service have viewed this as a valuable opportunity to revisit existing Diversion from

Prosecution processes and consider any opportunities to strengthen the multi-agency approach to delivering effective Diversion from Prosecution programmes in the future.

PERFORMANCE REVIEW

The commitment to embedding a Performance and Quality Assurance culture within Fife Justice Social Work Service began in October 2021 with the appointment of a Performance and Quality Assurance (P&QA) Team Manager. This remit of this role was to support the Service Manager to achieve the following:

- ❖ Revision of existing file audit tool.
- ❖ Develop new auditing process across the Justice Service.
- ❖ Support staff with the implementation of KPI analysis.
- ❖ Improve understanding of P&QA across the entire workforce.
- ❖ Create bespoke auditing tools to ensure a comprehensive overview of all aspects of work undertaken.
- ❖ Improve service user feedback and amplify service user voice.
- ❖ Creation of Good Practice Recognition Forms.



The revision of the existing file audit tool and process was the first development to be implemented. This involved Team Managers who had responsibility for auditing their own team's cases transitioning to a process where they would analyse cases from other teams within the service. This fundamental change increased accountability and created independent oversight of the audit process across the service.

In conjunction with the revised file audit process, an additional process of self-evaluation was also developed to consider ways of improving the way services are delivered. Key Performance Indicator Analysis aims to examine the service users within the service who did not successfully complete their Order. With 78% of service users successfully completing their

Court Order/Licence, it was acknowledged that there is a vast amount of learning to gain from examining the remaining 22%.

A further example of this within the Service is the development of the Significant Case Review Group. The membership includes managers, Senior Practitioners, Social Workers and Social Work Assistants who are involved for a period of 12 months. The function of the group is to examine, scrutinise and analyse any case which meets the criteria for a Significant Case Review (where an incident has occurred which has resulted in serious injury or death), this can involve analysis of case records, interviewing workers and/or service users and any other means necessary to gain relevant information to undertake analysis. These findings then form the basis of a report which is countersigned by the Service Manager and sent to the Care Inspectorate. This group is now in its second year, providing a range of staff with valuable experience and learning in this forum.



Reassuringly, the feedback from the Care Inspectorate has been extremely positive, with recognition from Strategic Inspectors relating to the '*thorough approach to reviewing the case*'. In the most recent SCR submission, The Care Inspectorate stated that the internal scrutiny process highlighted all relevant factors identified, resulting in 'no further action' from the Care Inspectorate.

Overall, continuing to embed the Performance and Quality Assurance Agenda remains a priority in the [Performance and Improvement Framework 2022-23](#) as the Service builds upon the early success of the above approaches. Extension of the Performance and Quality Assurance role until 2023 provides opportunity for further progression to be made in this area and to ensure that this becomes a permanent element of service development and improvement in years to come.

REVIEW OF KEY PRIORITIES 2021-22

Prior to setting out the strategic objectives of Fife Justice Service in 2022-2023, it is important to reflect on the key priorities set out in [Fife Justice Social Work Priority and Development Plan 2021-2022](#).

❖ Investment in Staff

Investment in staff continues to be a key priority for Fife Justice Service. In the last 12 months, the focus has been around COVID-19 recovery and the associated backlog of Court cases. With the Scottish Government providing COVID-19 consequential funding to all Local Authorities in Scotland, a plan was devised to ensure that the service was equipped to deal with the possible sharp increase in workload forecast by the Scottish Government in early 2021. This resulted in recruitment of fourteen additional Justice staff.

Despite recruitment being a key process within the COVID-19 recovery plan, the importance of ongoing staff development and training is key to ensuring the workforce have all the necessary skills to delivery effective interventions to service users. Appendix 3 of this report details the [Service Training and Development Plan 2022/23](#). This is developed in conjunction with Workforce Development. The Plan is created through consultation with staff, alongside the findings from Key Performance Indicators and File Audit analysis. This creates a cycle of identifying areas for improvement, identifying the learning need and then developing training to ensure this learning need is addressed. It includes both local and national training, providing excellent opportunities for staff to maintain and develop standards across their practice.

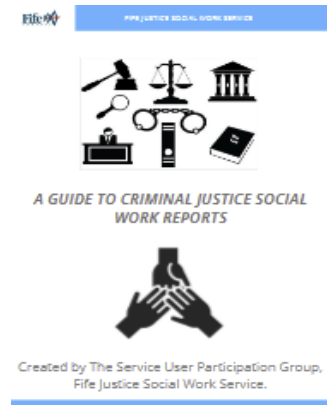
As part of the Service Training Plan, it is identified that alongside the Directorate wide support provided for Newly Qualified Social Workers, there was a requirement to develop a support network for staff (both qualified and unqualified) who were new to the Service. The 'New to Justice' sessions began in March 2022 and have provided a range of inputs around topics selected by the participants, as well as providing the opportunity to network with colleagues on an informal



basis. These sessions have been valued due to the limited inductions and opportunities for new staff to meet and interact with their peers due to COVID-19 restrictions.

❖ Service-User Participation

As a result of a service user survey carried out in 2020, it was identified that the service could do more to recognise the experiences and perceptions of those who are directly involved in Justice Services. As a result, this was not only included as a key priority but also as an area within the Performance Improvement Framework. Since this time, the Service User Participation Group was established and has been extremely successful in progressing ideas from service users. An example of this would be the development and distribution of Criminal Justice Social Work Report leaflets. Group participants identified feeling overwhelmed and unsure of the process when appearing at Court and identified this as being a possible reason for not attending, resulting in wasted resources. The development of this leaflet (*see photo*) where the service users were executive authors has resulted in positive feedback from service users advising it aided their understanding of the Court's expectations. The leaflets are now distributed to all service users at Fife Courts when Criminal Justice Social Work Reports are requested.



As detailed later in the report, in an attempt to increase feedback from service users, the service user questionnaire previously used by staff was revised and an updated, electronic version of the questionnaire is now available. In addition to this, QR codes were developed to provide service users with an opportunity to offer feedback at any stage of their Order/licence.

❖ Changing attitudes to offending behaviour

This priority remains a core value of the service and an ongoing aim to reduce the stigma associated with being involved in the Justice System. As detailed within Fife Justice Improvement Plan 2021 – 22, the importance of improving communities understanding of Justice Services and engagement in the public domain goes a long way towards changing public

perceptions of service users and the use of community-based disposals not being ‘a soft option’. This priority is aligned to the [Fife Justice Outcome Improvement Plan 2021-22](#) which highlights that ‘*much work is needed to change the public perception*’.

As detailed below, the Service has made significant efforts to raise awareness through social media platforms alongside delivering information sessions to High School pupils across Fife. This exercise proved to be beneficial in influencing the younger population, providing context and challenging views held by some. As we move forward, this is not a priority that will change quickly, however we will continue to raise the profile of Justice Services through these platforms and positively influence the wider community by continuing to raise public awareness.

❖ Promote Positive Mental Health and Wellbeing

During the last 12 months, there have been developments regarding the promotion of positive mental health and wellbeing. With this being adopted as a priority for improvement within the [Education and Children’s Services Directorate Improvement Plan 2021-23](#), it is identified that mental wellbeing impacts everyone; service users, families and the staff supporting them. To ensure that the Service provides the best possible support to individuals involved in Justice Services, staff must be valued and supported within their role. As detailed above, the training and development plan goes some way to ensuring that staff are equipped with the appropriate training to do their job, however it was recognised that there was a requirement to further promote positive wellbeing within the workforce.

Across the Directorate, a Staff Wellbeing Strategy has been implemented to ensure that support for staff remains a priority, with the month of April focusing on Stress Awareness. Another example of promoting positive mental health and wellbeing across Justice Service would be the response of staff during the pandemic. Feedback from individual team managers illustrates the efforts staff and managers made to support each other in unprecedented times. From virtual lunches via MS

TEAMS to online quizzes hosted during the weekend to reduce isolation, it was encouraging to hear the support which was co-ordinated throughout the service during very uncertain circumstances.

❖ Increase focus on the use of alternatives to Custody

As detailed within the previous plan, Fife Justice Service continue to be committed to reducing levels of custody and remand where there are no immediate public protection concerns. The significant development in this area over the last reporting period was the establishment of the Enhanced Bail Supervision team (now Early Intervention Service). This approach to robustly managing service users in the community as a direct alternative to a period on remand has been successful and resulted in the team being recognised at SASW Awards 2021.

In respect of custodial sentences, Presumption Against Short-Term Sentences legislation continues to be in the forefront of practitioner's minds as they provide disposal options to the Court through the production of Criminal Justice Social Work Reports. These reports are hugely influential and required by Courts to provide an overview of the person's circumstances alongside their risk of further offending and potential harm to others. Comparing 20/21 statistics with the previous year, it is positive that number of Criminal Justice Social Work Reports which resulted in community-based disposals as an alternative to custody increased by 2%. 421 Community Payback Orders were imposed alongside 45 Structured Deferred Sentences which supports the overall aim of reducing custodial sentences.



Progress in delivering the above priorities alongside eight key actions are detailed within the [Performance Improvement Framework 2021-22](#) (Appendix1).

IMPROVEMENT PRIORITIES 2022/23

❖ Communicating with Communities

Previously, the work of Justice Services has gone relatively unrecognised within the wider community. This is due to the sensitive nature of the work undertaken, remaining mindful of the situation from a victim's perspective. In recent months, the service has taken tentative steps to showcasing the work undertaken by service users who are subject to Court Orders and increased awareness around the work that is undertaken to promote community safety and rehabilitation.



In August 2020, Fife Justice Service tentatively entered the world of social media via the Twitter platform. The initial intention of this communication was to provide service users with information regarding the everchanging COVID-19 situation. Although there continues to be service users who follow the page, by far, the biggest level of engagement has come from Justice partners and stakeholders who have interacted, and supported information posted on the page. As confidence grew, so did the number of followers, with the service page now followed by well over 900 people. During this time, the Twitter page has been used to showcase projects such as the Service User Participation Group's leaflets which they produced and also to increase awareness of the service's achievements at national award ceremonies. Twitter interactions have been instrumental in increasing networking with other local authorities and justice partners, which has been especially important due to the lack of face-to-face networking events in recent years. As the page continues to develop and entice new followers, it remains an important platform to evidence the positive work undertaken in Fife.

Another important network established through Twitter engagement was Fife Justice Service's input to High Schools within Fife in February and March 2022. This derived from a chance interaction between Fife Justice Service and a faculty head from a Fife High School. Several discussions took place which resulted in our service offering various inputs regarding community-based disposals. This opportunity allowed students of Fife to learn more about the work of Fife Justice Social Workers and provided Justice staff with an opportunity to develop confidence around public speaking, providing an input on their day-to-day role within the service. The feedback was positive, with schools requesting inputs on an annual basis. Once COVID-19 restrictions allow, it is hoped that community groups will recommence on a face-to-face basis as this is seen as a further opportunity to raise the public profile and provide an understanding of the work which is undertaken within the local communities of Fife.



❖ Early Intervention Service

Alongside continuing to provide core services to the Court and other key stakeholders, Fife Justice Service strives to develop approaches to best meet the everchanging landscape. An example of this would be the development of the Early Intervention Service. This service was borne from the successful development and implementation of the nationally recognised Enhanced Bail Supervision Team in April 2021. Both Sheriffs and Solicitor's faculty were proactive in recommending and requesting supervision assessments which resulted in 182 bail supervision Orders imposed in the initial 12-month period. The innovative project received national attention, with the Scottish Government using the project as a blueprint to model bail services across Scotland. The most notable recognition for the initiative came in the form of a Scottish Social Services Award in the category for 'Making Change Happen'.



The Early Intervention Service is now operating with a team of Social Work Assistants who oversee Enhanced Bail Supervision, Diversion from Prosecution and Structured Deferred Sentences. The focus of intervention involves the identification of welfare needs with a short-term but intense level of support to address welfare issues and signpost service users to appropriate services, ultimately decreasing the risk of further offending behaviour. This approach aligns to the wider [Fife Council Plan4Fife 2021-24 Update](#) which details one of the key objectives being '*tackling poverty and preventing crisis*'. This acknowledges the additional pressures created by COVID-19 and details practical approaches to supporting people in crisis.

This change in emphasis of not only working with Justice Service Users at the point of Orders being imposed but intervening at an earlier stage has been successful to the point where it was agreed increased resources would be made available to work with individuals subject to Diversion from Prosecution and Structured Deferred Sentences.

Encapsulated within this team and following a similar approach is the Youth Justice Service, who engage with 16 and 17-year-old young people who are displaying offending behaviour. Implementing a strengths-based approach, focusing on early intervention is essential when working with young people due to their increased likelihood to make positive change and avoid entrenched offending histories. A multi-agency approach, working alongside third sector agencies will be key to achieving positive outcomes for young people, with work underway to link in with housing and employment agencies. With the Scottish Government's commitment to removing under 18's from Young Offenders Institutions, it is hoped that community-based disposals, such as Community Payback Orders will increase. With Youth Justice Services now within Fife Justice Service remit, we are committed to ensuring age-appropriate interventions delivered in a trauma informed way will direct young people towards positive destinations.

Implementation of Electronic Monitoring Bail Legislation

At the time of writing, the implementation of Electronic Monitoring for those where bail has been opposed is to be introduced on 17th May 2022. Due to Fife Justice Social Work already having the infrastructure in place for bail supervision we are ready to respond to any requests for an assessment for Electronic Monitoring. Individuals may also have bail supervision as well as electronic monitoring as part of their bail requirements. This will provide the Courts with more credible and robust options as an alternative to remanding individuals in custody.

PERFORMANCE IMPROVEMENT FRAMEWORK 2022-23

Alongside the improvement priorities identified above, [Fife Justice Service Performance Improvement Framework 2022-23](#) provides an overview of the areas of practice which will remain a focus over the next reporting year. As detailed earlier in the plan, continuing to embed the Performance and Quality Assurance Agenda across the service is a priority as this year has involved the development and implementation of these processes across both management team and frontline staff. With service wide briefings taking place and communication with staff throughout the deployment of revised processes, it is essential that all staff understand and 'buy into' the process of identifying improvements, implementing changes and subsequently reviewing these changes to ensure they are fit for purpose. This cycle will drive quality improvement and ensure the best possible outcomes for service users.

Improving the provisions in North-East Fife and Dundee Sheriff Court is identified as another priority within the Performance Improvement Framework. As Fife is the third largest Local Authority by population, it is essential that services are equitable across the area. Unfortunately, due to the geographical challenges associated with North-East Fife, it is recognised that access to services in rural locations can be a challenge, especially when relying on public transport. Although it is recognised that these challenges are not



isolated to Fife, increasing access to services is a priority for Fife Justice Service. As an immediate response to worsening situations attributed to COVID-19 (increased isolation and services only providing remote support), it was agreed that increased staffing would be provided in North-East Fife. Due to the geography and the remote nature of North-East Fife, providing a similar service to, say, an individual in central Dunfermline is far more complex. In addition to extra staffing resource, initial steps have been taken to strengthen connections with Dundee Sheriff Court, ensuring that Enhanced Bail Supervision is offered to all Fife residents. As COVID-19 restrictions ease, it is hoped that Fife TURN Men's group are in a position to provide service users from that area with access to the group from late 2022.

Another area identified within the PIF 2022-23 is improving delivery of Throughcare Services. It is acknowledged that with an aging population, the complex needs of service users who are released from custody after long term sentences remains a challenge. With an increase of historic sexual offences being detected and convicted in recent years, there is a demand for adapted housing and care packages upon release into the community. Alongside these specific needs, there is also a lack of suitable housing options for service users who are released from custody with specific licence conditions/restrictions. The required actions identified for this area of improvement includes further enhancement of partnerships with housing colleagues and consideration of post release provisions. An example of this would be the welfare pack developed by Throughcare staff which can be given to service users released from custody. This includes basics such as a pot for cooking and cutlery alongside a duvet and pillow. This was developed due to service users providing feedback regarding release from custody and having nothing in their accommodation, it is hoped that these practical items can reduce the risk of further offending due to feelings of hopelessness.



EXAMPLES OF INNOVATIVE PRACTICE

❖ Service newsletter

A Service-wide newsletter was developed by our Fife Justice Service Manager at the beginning of the pandemic in an effort to provide all staff with clear and consistent leadership during an uncertain period. These newsletters were extremely popular within the staff group, with appropriate use of humour alongside important updates regarding service delivery. With the everchanging situation, the newsletters were, at times, issued on a daily basis and feedback from staff highlighted the comfort and reassurance they felt by receiving these and also a feeling of value with decisions being communicated directly to them. Although the newsletters have now reduced to monthly, they remain an excellent vehicle to distribute information to the entire staff group.

❖ TURN Men's Group

TURN Men's Group has recognised how crucial it is to work holistically with service users to promote skills, support social inclusion and ultimately address factors which impact on likelihood of offending behaviour. With face-to-face contact suspended due to COVID-19 restrictions, the group reverted to online support, with service users using weekly MS TEAMS sessions to engage in mental health check ins. The majority of service users experience increased social isolation, however the Pandemic exacerbated this significantly. Providing group members with virtual support sessions was not an attempt to replicate physical sessions but continue to provide support in a challenging set of circumstances.



In line with Scottish Government guidance, face to face groups recommended in June 2021, with the first project involving TURN developing a 'Wellbeing Garden', turning wasteland in Dunfermline Town Centre into an area which can be enjoyed

by the wider public. The group then developed their horticultural skills further by creating planters which were placed outside Andrew Carnegie's Birthplace Museum. Both projects were done in conjunction with Fife Justice Unpaid Work Teams who built the wooden planters and provided support to prepare the ground accordingly.



Before and after photos of 'Piggies Lane' project in Dunfermline Town Centre and Andrew Carnegie's Birthplace Museum

Acknowledging the positive work undertaken by TURN, a nomination was submitted to Fife Council Executive Team (CET) who were tasked with shortlisting nominations for the COSLA Excellence Awards 2022. TURN Men's Group was selected by the CET for submission as a Fife Council nominee and then further shortlisted to finalists. During a virtual awards ceremony on 24 February 2022 TURN Men's Group was awarded the COSLA award in the category for '*Tackling Inequalities and Improving Health*'. Winning this award provided acknowledgement



of the positive work being undertaken in Fife on a national scale. The TURN facilitator is launching an additional TURN group in the Levenmouth Area. Developing a group in a new area is a significant undertaking, with the facilitation of focus groups currently underway, ensuring that all aspects of the group is co-designed with the service users, encouraging engagement and promoting positive outcomes.

❖ Women's Justice Team and Fife Connect

Our Women's Justice Team was established in 2012 as a result of the Elish Angiolini's commission on Women Offenders. Since this time, the team have developed gender-based approaches to working effectively with female service users who are likely to have been victims of abuse, experiencing poor mental health and/or substance misuse issues. With the team focusing on a strengths-based approach, Fife Connect was developed in late 2021. This group is similar to TURN Men's Group, providing female service users with structure and routine, based on a modular programme exposing service users to new skills and experiences. In addition to this, they also aim to develop skills to promote employability or volunteering to increase connections for women in their local communities. A recent fitness module involved the women becoming involved in football and walking in the local community (*right*), with the aim of not only improving physical health but also mental health, focusing on self-confidence and team building.



The Women's Justice Team operates as a multidisciplinary team, providing service users with access to services such as SACRO mentoring service and housing support. The team have had the benefit of a mental health/addictions nurse since 2018 however more recently have appointed a clinical psychologist and psychology assistant to support service users with the most complex mental health issues. Evidence of complex trauma and mental health disorders such as depression, anxiety and personality disorder are significantly higher within female Justice service users than other groups in society.



❖ Service User Questionnaire

As part of the Service User Participation priority within the PIF 2021-22, the previous service user questionnaire was revised and relaunched in October 2021. The original service user questionnaire was paper-based and there was very little feedback gained by staff due to the lack of analysis and action taken on the responses provided. An electronic questionnaire was created with staff now able to send a simple text message to service users with a link for them to use to provide feedback. For service users without the use of electronic devices, chromebooks are now available in every office for this purpose. In addition to the links, posters have also been developed and are displayed in all offices across Fife which allows service users to scan a QR code on their devices and provide feedback at any time. Despite this not being a full reporting period, during the initial eight-month period the following responses were collated.



'The support I got was helpful and made me think strongly about my offence.'

'Not that I wanted to be on an Order but I honestly think it's been the best thing for me... I got a placement at a foodbank where I am now a volunteer. I see myself differently and situations differently all thanks to the work care and dedication from my worker.'

'...Absolutely 10/10 for the staff and help...Helped me get my confidence back, the respect I was shown was superb.'

In addition to the Service User Questionnaires, Unpaid Work questionnaires were also launched for recipients of Unpaid work to provide feedback on the service delivered. The responses were overwhelmingly positive, evidencing the excellent work undertaken by service users subject to Community Payback Orders with Unpaid work and also the oversight of these projects by Unpaid Work Supervisors.

‘The team always work really hard to meet their deadlines and also do a fantastic job, making such a difference for the families. Thank you.’

‘The clearing of the garden has provided the school with an area that can now be used to support the learning and teaching of our YP. We appreciate the work that was carried out by your Team.’

‘The team were excellent. Nothing was too much trouble and the attention to detail was impressive. Very friendly bunch and I would definitely recommend the service.’

❖ Good Practice Recognition Forms

Good Practice Recognition forms were developed by the Practitioner led ‘Practice and Performance Group’ after a Social Worker within the group identified the benefits of highlighting positive practice by developing a formal process which would not only allow the good practice to be shared but also ensure that formal feedback was provided to the worker to increase confidence and value. Alongside this, the form was developed to encourage the staff member to reflect on their achievements and consider the impact this outcome had on them personally. The forms have been overwhelmingly positive with staff being encouraged to submit these for themselves, peers or people who they supervise. It was also acknowledged that these forms would provide an excellent first-hand insight into the positive work undertaken by practitioners.

EXTRACTS FROM GOOD PRACTICE RECOGNITION FORMS

This case involved a cross border transfer of a Welsh Probation case where Fife Justice Service were asked to support the transition of a female service user (NJ). This is an extract of the feedback provided by the Probation Worker.

‘P (Social Worker) was absolutely key to the co-ordinated work that was achieved. Crucially, and with great skill, she also won NJ’s trust and respect: this was clear from her notes and calls, but also from NJ herself when I saw her here. P was able to intervene in a way that saw NJ pulling back from her tendency to rush headlong into badly thought through plans and NJ clearly valued her counsel. I remain deeply impressed by P’s professionalism, both in navigating the communications between all involved and the individual work with our client and I write this in appreciation.’

The comments below came from a service user who was subject to Enhanced Bail Supervision and provided feedback during the first review. The service user was supported by the Social Work Assistant to access emergency accommodation due to neighbourhood issues. They disclosed longstanding substance misuse issues which led to a referral being made to ADAPT and is now accessing Addiction Services support. Poor mental health and a chaotic lifestyle was highlighted as part of the matrix of needs assessment, with support being put in place to provide additional support.

‘The service user reported to have felt well supported during this review period. They stated that if they had not had the support from Bail Supervision, ADAPT and Addition Services, they would have likely carried on offending and potentially been remanded in custody.’

This Social Worker (B) was providing intensive support to two vulnerable females, one (SC) of which was fleeing domestic abuse and another service user (VG) who had discovered their partner after committing suicide and as a result was displaying suicidal ideation. B visited both females to deliver food parcels and arrange storage arrangements for personal items. She also supported SC to the police station to provide statements on four occasions, lasting 3 hours into the evening. B monitored VG on a daily basis, calling and visiting to ensure she was ok. This support was provided alongside the management of other vulnerable women on her caseload. B then organised Christmas food hampers and delivered these to the women, on Christmas Eve, attempting to ease the difficulties they would face over the coming days.

‘This evidences how much B advocates and supports her service users. The service users that she works with are always at forefront of her mind, she will go the extra mile for them and advocate to other services on their behalf. When one is in crisis, she continues to give 100% with her other cases.’

This case involved a Newly Qualified Social Worker (M) reacting to a life-threatening situation with a service user (GG) who appeared to be having a seizure. Whilst assisting her to access the local foodbank, the young female became unwell and required urgent medical attention. M called an ambulance, travelled with her to hospital and stayed with GG until 7pm once family members could be contacted. Below is the feedback provided by M’s line manager.

‘M is newly qualified and has only been with the Women’s Justice Team for 5 months. Within that short space of time, she has proven herself to be an excellent worker, remembering service users are human beings and tackling any welfare needs appropriately. This example is further evidence of this. M showed quick thinking, kept everyone informed of what was happening and most importantly kept GG reassured and calm.’

This case highlighted the significant efforts made by a social worker (K) to continue supporting and advocating on behalf of a young man (HG) who was subject to a Community Payback Order, imposed at Edinburgh High Court. The Social Worker was involved in securing accommodation, liaising with a Young People's Team from another Local Authority, referrals to a local college to support further education and also monitor and manage the risk this young man presented due to his chaotic lifestyle and offending behaviour. This is an extract of the feedback provided by Steve Hopton, Service Manager, highlighting the efforts made to support the decisions made by the High Court Judge.

'K has undertaken a level of commitment to support a young person with chaotic behaviour to maintain him the community whilst he went between local authorities and did not have stable accommodation. K has travelled to other areas outside Fife to see HG, she has been a continual advocate and has more recently managed to keep his place open at College. I really truly believe if it had not been for the way in which K has held this Order together by including the other professionals and at times holding them to account ensuring HG gets the support he required it could have been a very different outcome for him. An outcome that Lord Fairly indicated as in his own words said, 'his reason for imposing a Community Payback Order was that he did not want this young man's life to be a life of being in and out of Prison' This being something that K has achieved.'

CONCLUSION

It is evident from the contents of this plan that 2021-22 was a successful year for Fife Justice Social Work Service. Notwithstanding the challenges set by the pandemic and associated barriers, the Service showed resilience as it continued to improve delivery of services to those who needed it most. As noted within the review of the Performance Improvement Framework 2021-22, significant progress was made in respect of service user involvement, promoting positive mental health and increase in the use of alternatives to custody. Alongside this, the evidence of innovative practice set out by the extracts from Good Practice Recognition Forms and service user feedback brings to life the impact of the work carried out on a daily basis by Justice practitioners.

The Performance Improvement Framework for 2022-23 identifies areas for development over the coming year. As detailed in the plan, one of the priorities will involve the continued development and embedding of the Performance and Quality Assurance Agenda for Fife Justice Service. Within the plan next year, it is hoped that the progress made in this area will be evident and an increase in independent scrutiny from within the Service will support improvement and ensuring consistency across all operational teams. In addition to this area, the Service will continue to engage with communities and in turn, enhance awareness of the work of Justice Services. With the introduction of national legislation which will expand the use of Electronic Monitoring, the promotion of community based disposals as an alternative to custody will remain a core value of the Service. Reviewing the current Throughcare strategy in Fife and ensuring staff are supported to continue providing post release provisions for Fife residents despite increasing demand and complexities is also a priority for the year ahead. Working to deliver these priorities is an exciting prospect for the Service.

As the Service continues to adapt to providing support to service users post-pandemic, the positive changes and developments in practice which we will continue to build on as we move forward have been outlined within this report. Fife Justice Social Work Service remains committed to working with partners to achieve safer communities alongside supporting service users to reach their full potential.


APPENDICES

Justice Social Work - Performance Improvement Plan 2021-22


Interim framework to prioritise areas, actions and timescales for improvement

Action	Improvement Proposal (Performance)	Required Action(s)	Measurement(s)	Progress update
1.	Improve service-user engagement and satisfaction.	1. Working with and learning from service-users and their families. 2. Improve service-user questionnaire to be more accessible and user friendly.	1. Complaints (Compliance and satisfaction) 2. Service-user questionnaire feedback and improve engagement with SUPG.	<p>Service User Participation Group is now established and have undertaken two successful projects after identifying gaps in service provision.</p> <p>Electronic Service User Questionnaires have been developed which captures feedback when a Criminal Justice Social Work Report is requested and when an Order is complete. The addition of a generic questionnaire which seeks to gather service user feedback at any point in the Order and is shared by an accessible QR code.</p> <p>STATUS: COMPLETE <input checked="" type="checkbox"/></p>
2.	Revamp audit processes to provide measurement, scrutiny and improvement goals	1. Introduction of more robust auditing processes. 2. Produce quarterly performance reports to share with staff and partners.	1. Quarterly reports. 2. Comparison with national statistical measurement. 3. Annual review and evidence-based target setting.	<p>Full revision of the file audit tool and process has taken place, increasing the level of scrutiny as audits are now conducted by individual managers. Case selection and file audit rotas</p>

		3. Introduce peer auditing using full management cohort on rotation.		are completed independently, and reports are produced quarterly. STATUS: COMPLETE ✓
3.	Provide clear, realistic and achievable performance and improvement targets.	1. Remodel practitioner led groups to include specific groups for practice and performance. 2. Share targets with full staff group, including clear rationale and expectations. 3. Set improvement targets for KPI, SPI and Service specific goals.	1. Embed culture of performance improvement amongst front-line staff. 2. Level of 'buy-in' from Performance Group in target setting. 3. Improvement.	Practitioner led groups have now been remodelled to focus on specific areas of Practice and Performance. The introduction of KPI analysis reports undertaken by Team Managers has provided scrutiny and analysis to help improve future practice. Additional KPIs have been added and staff awareness has been increased around accurate recording to improve the accuracy. STATUS: COMPLETE ✓
4.	Review and update Manual of Practice Guidance.	1. Full revision of MPG documentation. 2. Update remaining information and fill any gaps. 3. Set robust process review dates with lead officer responsibility.	1. All documents are up to date. 2. Implement version control system. 3. Measure and ensure accessibility. 4. Ensure review dates are met and upheld.	All Service templates and documentation have now been transferred from Novell to SharePoint. The Manual of Practice Guidance is available to all staff. The lead for this area will continue to oversee version control, and whilst creation of an 'index' is ongoing, this is not required to be included in the PIF for 2022/23. STATUS: COMPLETE ✓
Action	Improvement Proposal (Partnership)	Required Action(s)	Measurement(s)	Progress update
5.	Improve relationships with partners.	1. Actively engage with partners beyond the operational expectation.	1. Measure improvements in positive results and outcomes	Justice Service Manager now reports to Housing and Safer Communities

		<ol style="list-style-type: none"> 2. Ensure lines of scrutiny and reporting to CMT and Elected Members are robust open and accountable. 3. Share performance reports and learning openly. 4. Align Management group to specific partnerships to ensure open communication and consistency. 	<p>in cases where joint working is key.</p> <ol style="list-style-type: none"> 2. Improved working arrangements and reciprocal agreements with partners. 3. Management reporting on operational specific links with partners or area-based alignment structures. 	<p>Committee where all Service Plans and associated documents are shared for external scrutiny.</p> <p>Representation from Fife Justice Service have been present at all the Place Leadership meetings which were established as a response to COVID-19, which allowed Justice Services to contribute and influence decisions taking place in local communities across Fife.</p> <p>Managers have specific areas of responsibility such as MAPPA, Training and ADP. All managers engage with partner agencies associated with these areas to ensure that positive outcomes are achieved.</p> <p>STATUS: COMPLETE </p>
6.	Align future plans to wider Council and National objectives.	<ol style="list-style-type: none"> 1. Ensure more structured evidence of JSW actions and planning features in Council-wide planning documents. 2. Follow links through the wider Council strategy to find elements of 'Golden Thread' in planning strategy. 	<ol style="list-style-type: none"> 1. Measure inclusion in the wider strategic planning process. 2. Ensure that local objectives take into account national objectives and priorities. 	<p>Several Council and National reports were reviewed, and consideration given to where Justice Social Work can be included and where national objectives can be included within the Service Plan for 2022/23.</p> <p>The Education and Children's Services Directorate Improvement Plan 21/22 included numerous acknowledgments of the work undertaken by Justice Service and included the PIF for 21/22. Additionally, numerous 'Golden Threads,' including the OPI framework, were highlighted during</p>

				the review of the documentation, including more general objectives. STATUS: COMPLETE <input checked="" type="checkbox"/>
Action	Improvement Proposal (National Priority)	Required Action(s)	Measurement(s)	Progress update
7.	Support Scottish Drug Death Taskforce to reduce instances of drug related death in Fife.	<ol style="list-style-type: none"> 1. Ensure equivalence of support for people in the Criminal Justice System. 2. Focus on areas of high harm prevalence, e.g. at point of release from custody. 3. Work in partnership to co-ordinate and maximise support. 	<ol style="list-style-type: none"> 1. Drug related death annual report. 2. Ensure firm links with drug services. 3. Strengthen resources to high risk of harm areas and measure outcomes. 	<p>Fife Justice Service continue to work in partnership with ADP to promote the views of Justice service users.</p> <p>Naloxone training has been provided to both service users and workers across Justice Service. Additionally, The DTTT Team undertake Verum tests which provides an enhanced and detailed understanding of the substances used.</p> <p>Regarding the National agenda, the Scottish Government's Drugs Death Taskforce have identified several areas to addressing the issues which arise from drug use, which will have an impact on the way services are delivered locally. Fife Justice Service will continue to monitor and respond to any legislative changes.</p> <p>STATUS: COMPLETE <input checked="" type="checkbox"/></p>
Action	Improvement Proposal (Publicity)	Required Action(s)	Measurement(s)	Progress update
8.	Build upon successful social media strategy to share success and	<ol style="list-style-type: none"> 1. Improve following on Twitter and YouTube. 	<ol style="list-style-type: none"> 1. Engagement and response on social media. 	Fife Justice Service has taken advantage of the opportunities presented through social media, in

	improve links to practice & academia.	2. Consider additional social media platforms. 3. Engage with local communities.	2. Interest from local communities and groups.	<p>particular our Twitter page which has been used to 'spread the word' on what work we do, why we do it and how it supports service users and the wider community. This has proved a highly effective strategy with a focus on continuing improved communication between partners, the wider group of stakeholders and the public / communities.</p> <p>The service has provided numerous specific inputs to Scottish Universities to inform students of the work we do. We have also provided input to most local high schools around the work of Justice Services.</p> <p>STATUS: COMPLETE </p>
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Fife Justice Social Work Service - Performance Improvement Framework 2022/23

Framework to prioritise areas, actions and timescales for improvement

Action	Improvement Proposal (Performance)	Required Action(s)	Measurement(s)	Lead Individual	Written Update
1.	Continue to embed robust Performance and Quality Assurance processes within Fife Justice Service.	<ol style="list-style-type: none"> 1. Establish dedicated management overview of the Performance and Quality Assurance agenda. 2. Embedding auditing processes including file audit and KPI analysis. 3. Continue to revise and develop file audit tools to improve the range of interventions which can be audited. 4. Continue engaging frontline staff in this process. 5. Continue to review and enhance existing services based on analysis from across the service. 	<ol style="list-style-type: none"> 1. Engagement with Performance group. 2. Lead individual providing analysis of the file audit and KPI reports. 3. Feedback from wider staff group and partner agencies. 4. The development of services based on analytical reports. 5. Improved performance in relation to KPIs. 	Lisa McCran	30 Sept. 2022
Action	Improvement Proposal (Services)	Required Action(s)	Measurement(s)	Lead Individual	Written Update
2.	Establish services for Diversion/SDS/EBS.	<ol style="list-style-type: none"> 1. Build upon the success of Enhanced Bail Supervision 2. Establish sufficient staffing complement to meet demand. 	<ol style="list-style-type: none"> 1. Quarterly review of services. 2. Feedback from partner agencies. 3. Internal case audits. 	Steve Hopton	30 Sept. 2022

3.	Developing youth justice services.	<ol style="list-style-type: none"> 1. Ensure full transition of services from Children and Families to Justice Service. 2. Employ staff with specific skills and experience relating to this service user group. 3. Explore third sector provisions to create a range of person-centred, age-appropriate interventions. 	<ol style="list-style-type: none"> 1. Quarterly review of services. 2. Statistics from third sector agencies. 3. Feedback from partner agencies. 4. Feedback from service users. 5. Internal auditing. 	Steve Hopton	30 Sept. 2022
4.	Enhancing the service delivered to Dundee Sheriff Court and North-East Fife.	<ol style="list-style-type: none"> 1. Determine the current level of provision to Dundee Sheriff Court and negotiate increasing representation of Fife Justice Service, ensuring equity of services e.g., Enhanced Bail Supervision 2. Review current service provision in North-East Fife. 3. Consider additional staff to ensure resilience given the likelihood of increased isolation due to geographical challenges. 	<ol style="list-style-type: none"> 1. Quarterly review of service provision and uptake in North-East Fife. 2. Statistical data from Dundee Sheriff Court. 3. Annual audit report 4. Feedback from service users and partner agencies. 	Allison Stewart	30 Sept. 2022
5.	Improve delivery of Throughcare Services.	<ol style="list-style-type: none"> 1. Review current Throughcare services provided by Fife Justice Service. 2. Improve immediate pre- and post-release provision. 3. Enhance partnership with housing colleagues. 4. Develop partnership with SPS to improve transfer of LSCMI risk assessment from prison to community. 	<ol style="list-style-type: none"> 1. Annual Throughcare audits 2. Consider measurement through bespoke KPI analysis. 3. Feedback from service users. 4. Feedback from staff and partner agencies including SPS. 	Steve Hopton	30 Sept. 2022

Action	Improvement Proposal (COVID-19 response)	Required Action(s)	Measurement(s)	Lead Individual	Written update
6.	COVID-19 recovery plan.	<ol style="list-style-type: none"> 1. Adhere to the relevant Scottish Government guidance. 2. Continue to liaise with Court regarding backlog of cases. 3. Deploy resources to respond to risk/demand. 4. Facilitate Road to Recovery group meetings, when required. 	<ol style="list-style-type: none"> 1. Regular monitoring of National statistics in respect of infection rates. 2. Monitor ability to provide on-site services such as the delivery of groupwork. 3. Monitor staff availability. 4. Monitor workload demand. 	Steve Hopton	30 Sept. 2022

Training & Development in Fife Justice Services 2022-2023

Introduction:

Training has consistently been considered an effective method of enabling our justice workers to acquire new knowledge and skills as well as maintain and improve their standards across all areas of their practice by ensuring learning and development is rooted in evidence, excellent practice, our code of ethics and commitment to promoting social justice. Additionally, it increases morale, reduces turnover and enables career progression within this forward-thinking service.

Traditionally within Justice Services, whilst training and development opportunities for staff was always seen as key and of the utmost importance, it was mainly linked to core / required training and often a response to a moment in time or individual thought.

Whilst Social Work Professionals must continue to undertake their Core competencies expected for within their role and be part of new learning opportunities afforded to them, training and development plans should also be responsive to performance and designed to address the identified gaps and patterns whilst building on positive practice highlighted.

Our ethos remains that all individual and organisational learning and development is a critical component in creating positive cultures, developing knowledge and skills and ultimately improving the service we offer to individuals. The Justice Service in Fife will continue to strive for excellence through their commitment to learning and development safe in the knowledge that the Service continues to be well supported, internally through HR Workforce Development and Strategy, and externally, through Community Justice Scotland, the RMA, NHS and other partners such as Health Promotion.

Training Plan:

Having taken all of these discussions, findings and outcomes into consideration, the next training plan will be separated into sections and delivered internally, through Justice partners and by external providers.

Core Training:

- LSCMi – all new SW's and SP's to be fully trained on this Risk Assessment Tool via Community Justice Scotland and all SWA's to be trained in LSCMi Familiarisation via internal avenues
- SA07/RM2K - all SW's and SP's to be fully trained on this Risk Assessment Tool via Community Justice Scotland
- Caledonian - all SW's and SP's (aside from throughcare and WJT) to be fully trained on this Risk Assessment Tool via Community Justice Scotland
- SWIFT – LiquidLogic - all new SW's, SWA's and SP's to be fully trained on this database via Workforce Development colleagues
- New to Justice Forums (complementing NQSW directorate sessions for new Social Workers) are in place for all new staff employed by Justice and run throughout the year

Service Required Training:

- Trauma L1 and L2 eLearning
- Trauma L3 (Epione via Community Justice Scotland)
- DSE L1
- Child Protection & Adult Protection
- MAPPA eLearning
- Prevent eLearning
- CJSWR / SDS writing for SW's (in-house)
- Diversion and SDS Training for SWA's (in-house)
- Court Shadowing for SWA's (local Court arrangements)
- Data Protection
- Cyber Security

- SWIFT CJS module / LiquidLogic equivalent

Training needs identified through Service Improvements / Developments and KPI's & Audits:

- Trauma Informed (TI) Report Writing – Epione Training group will be providing this
- Court shadowing for SW's to increase awareness of process
- LSCMi Refresher for practitioners – Community Justice Scotland looking at developing an eLearning refresher course. In-house Q & A document being developed by 2 managers
- Service specific input relating to Drug and Alcohol misuse currently being developed by colleagues at DAPL following a successful pilot in the Kirkcaldy Area.
- 3-day Motivational Interviewing Techniques (again through a TI Lens) being developed by the Scottish Drugs Forum
- Sentencing options and Guidelines for Young People (under 25) - delivered by Epione as part of the TI remit)
- Environmental Risk assessments – analysis and information from MAPPA Group indicated that further training required on this subject. Three dates have now been set for delivery of this alongside Housing and Police colleagues
- Internet Offending – In-house resource now updated and available for practitioners to use in supervision. Joint training with SOPS colleagues is being delivered by the University of Edinburgh
- Avenues for SWA's to achieve further qualifications being considered across the Directorate
- RoSH – Training being revised by RMA and they hope to also offer some form of refresher training alongside the main input on the risk of serious harm.