

Justice Social Work Performance Update – Quarter 2 2025/26

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1. Key Performance Indicator Summary

| KPI | Target | Actual | Period | RAG Status | Direction in Last 12 months |
|--|--------|--------|--------|------------|-----------------------------|
| Unpaid Work Placements commenced within 7 days of sentence | 80% | 90% | Q2 | Green | ↑ |
| Community Payback Orders with a Case Management Plan within 20 days | 85% | 93% | Q2 | Green | ↑ |
| Community Payback Orders 3 month reviews held within timescales | 75% | 77% | Q2 | Green | ↓ |
| Unpaid Work requirements completed to timescales | 70% | 65% | Q2 | Red | ↓ |
| Percentage of Criminal Justice Social Work Reports submitted to Court | 80% | 82% | Q2 | Green | ↑ |
| Throughcare Order/Licences: Post release interviews held within one day of release | 80% | 100% | Q2 | Green | ↑ |

2. Performance Achievements & Areas for Improvement

Achievements:

- Ongoing local performance scrutiny and quarterly senior management oversight has maintained performance throughout 2025.
- Performance induction training is now embedded for all new staff this ensures they understand the key performance indicators and how to maintain accurate records.
- The newly developed Justice Social Work performance dashboard provides real-time insights into key metrics, enabling data-driven decisions. It streamlines reporting and enhances transparency across services.

2. Performance Achievements & Areas for Improvement

Areas for Improvement:

- We have experienced challenges in 2025 with the delivery of unpaid work placements due to commissioning challenges and the closure of a key workshop.
- We have also seen a slight drop in review meetings held on time as a direct result of first line manager capacity.

3. Taking Forward the HSCP Strategic Priorities

Prevention, Early Intervention and Reducing Inequalities

- A focus on proactive safety planning for victims of domestic abuse prevents harm before escalation. This multi-agency approach has ensured coordinated action to protect vulnerable individuals and reduce risk.
- Providing structured supervision and practical assistance during bail has reduced remand rates and supports compliance with conditions. This approach prevents unnecessary custody and addresses risk factors early.
- Instead of progressing through the criminal justice system, young people or those with low-level offences are being diverted to social work-led programmes addressing underlying issues like substance misuse, mental health, or housing instability.

3. Taking Forward the HSCP Strategic Priorities

Providing Person-Centred, Integrated Care

- Risk assessment and case management should be collaborative, involving the individual in decisions about their goals and interventions. Transparent, proportionate, and rights-based processes, such as those outlined in FRAME, help uphold dignity and empower service users to influence their own plans.
 - *Your Voice* continues to allow individuals to provide feedback on communication preferences, unpaid work placements, and office environments. This ensures services adapt to service user needs and fosters a sense of ownership over their rehabilitation journey.
- ❖ **FRAME** stands for **Framework for Risk Assessment, Management and Evaluation**. It is the national practice framework used in Scotland to guide Justice Social Work and partner agencies in managing individuals who pose a risk of serious harm.

3. Taking Forward the HSCP Strategic Priorities

Supporting Carers

- Justice Social Work staff are expected to consider family needs as part of reintegration plans. This includes connecting carers to community resources for housing, health, and social inclusion, and reducing stigma through respectful engagement.
- Promoting the role of advocacy and third sector to offer advice to manage social care packages for older people involved in the justice system with complex needs is a developing area for Justice Social Work.

3. Taking Forward the HSCP Strategic Priorities

Shifting the Balance of Care

- Community Payback Orders combine unpaid work with rehabilitative requirements like drug treatment or mental health support. Justice Social Work teams continue to provide meaningful placements that benefit both the community and the individual, promoting compliance and reducing reoffending without resorting to imprisonment.
- Structured Deferred Sentences allow courts to defer sentencing while individuals engage in targeted interventions such as counselling or education. Diversion from prosecution programmes similarly redirect low-level offenders to social work-led support, tackling root causes early and avoiding custodial sentences.

3. Taking Forward the HSCP Strategic Priorities

Public Protection and Safeguarding

- The ongoing oversight of MAPPA remains a high priority - timeliness and quality of risk assessments, risk management plans, meeting attendance, action completion, pre-reads/briefings, and SCR learning implementation across partners; assure proportionality and defensible decisions.
- There remains a strong commitment to delivering evidence-based interventions that reduce harm and safeguard victims. Through strategic partnerships and the work of the Caledonian Team, we ensure robust risk management and accountability in domestic abuse cases.

3. Taking Forward the HSCP Strategic Priorities

Maximising Independence and Community Wellbeing

- Justice Social Work teams continue to use comprehensive assessments to identify needs beyond offending behaviour such as housing, mental health, and substance use. Plans are co-produced with individuals to set achievable goals for independent living, ensuring interventions are tailored and rights-based.
- The multi-agency approach adopted addresses interconnected issues such as poverty, trauma, addiction through joint planning and shared responsibility. Initiatives like enhanced diversion, bail supervision, and structured deferred sentences help people remain in the community while accessing wraparound support.
- Unpaid work placements, vocational training, and life skills programmes build confidence and practical abilities. These interventions promote reintegration and reduce isolation, supporting long-term independence.

4. Future Service Plans and Challenges

- Increase use of Structured Deferred Sentences, Bail Supervision, and Diversion schemes to reduce remand and shift the balance of care from prison to community settings.
- Embed trauma-informed approaches across all justice interventions, ensuring services address complex needs and promote rehabilitation and independence.
- Invest in staff training on domestic abuse and risk assessment, alongside strategies to improve resilience and retention in high-pressure justice roles.
- Deliver integrated service models through HSCP redesign programmes, further aligning justice social work with health, housing, and community supports for holistic outcomes.