

Justice Social Work Performance Update – Quarter 4 2025/26

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Key Performance Indicator Summary

KPI	Target	Period	Actual	RAG Status	Direction of Travel in last 12 Months
% of work placements commenced within 7 days of sentence	80%	Quarter 4 2025/26	88%	Green	↑
% of Community Payback Orders (CPOs) with a Case Management Plan within 20 days	85%	Quarter 4	90%	Green	↑
% 3 month Reviews held within timescale	75%	Quarter 4	85%	Green	↑
Unpaid Work (UPW) Requirements completed within timescale (%)	70%	Quarter 4	73%	Green	↓
% of CJ Social Work Reports (CJSWR) submitted to court	80%	Quarter 4	81%	Green	↑
Throughcare order licences: % of Post release interviews held within one day of release from prison	80%	Quarter 4	95%	Green	↑

2. Performance Achievements & Areas for Improvement

Achievements:

- Ongoing local performance review and quarterly senior management oversight has maintained performance throughout quarter 4.
- The Justice Social Work performance dashboard provides live data insights into key performance measures. This supports the implementation of actions to improve performance when required.

Areas for Improvement:

- Continue to review and respond to reductions in performance.

3. Taking Forward the HSCP Strategic Priorities

Prevention, Early Intervention and Reducing Inequalities

- Victim safety planning via a multi-agency approach helps prevent harm.
- Structured supervision and practical support identification of needs, promotes compliance, and supports risk management.
- Diversion enables individuals to access social work-led interventions, addressing underlying issues such as substance misuse, mental health, and housing instability instead of entering the formal justice system.
- Health Needs Assessment to identify the health needs and perceptions of men and women untried in custody (remand) within HMP Barlinnie, Low Moss and Greenock, and those serving Community Justice Sentences across Glasgow City and the other five Local Authorities that comprise NHSGGC. Qualitative Health Needs Assessment of 101 people exploring perceptions of their health, healthcare and impact of justice system on their health to be published June 2026.

3. Taking Forward the HSCP Strategic Priorities

Providing Person-Centred, Integrated Care

- *Your Voice* enables individuals to provide feedback on their experiences of supervision. This insight informs both operational and strategic planning, including the development of training, ensuring services remain responsive and support ownership of rehabilitation journeys.
- A person-centred, integrated approach is delivered through risk assessment and case management, grounded in collaboration to develop individualised plans. This supports the enhancement of strengths and identification of needs to promote positive outcomes.

3. Taking Forward the HSCP Strategic Priorities

Supporting Carers

- Justice Social Work consider family needs within reintegration plans, including connecting carers to community resources such as housing, health and social inclusion. This supports positive outcomes for both individuals and their carers.
- Through identification of need, Justice Social Work promote the role of advocacy and third sector to offer advice to manage needs of individuals involved in the Justice system.

3. Taking Forward the HSCP Strategic Priorities

Shifting the Balance of Care

- Community Payback Orders combine unpaid work with rehabilitative requirements which are focused on the needs of the individual, this can include completion of offence focused work, engagement with mental health services. As of 31st March 2026, there are 3828 Community Payback Orders to be completed.
- Within Unpaid Work Justice Social Work align individuals to placements that benefit the community and the individual. This approach has a positive impact on completion of placement, increase in self efficacy, and skill development. In addition to, reducing reoffending. As of 31 March 2026, the gross volume of unpaid work stands at 151,661 hours.
- Structured Deferred Sentences enable courts to defer sentencing while individuals engage in targeted interventions. During the last financial year 1st April 2025 to 31st March 2026 there were 419 Structured Deferred Sentences commenced.
- Diversion from prosecution programmes similarly redirect low-level offenders to social work-led support, tackling root causes early and avoiding custodial sentences. The volume of Diversion from prosecution cases that commenced was 440 during the last financial year 1st April 2025 to 31st March 2026.

3. Taking Forward the HSCP Strategic Priorities

Public Protection and Safeguarding

- Multi-Agency Public Protection Arrangements (MAPPA) within Glasgow demonstrates strong multi-agency collaboration to manage high-risk offenders and protect the public, underpinned by effective oversight, information-sharing and joint planning, with continued focus on improving the quality and timeliness of risk assessment, risk management planning, partner engagement and delivery of actions.
- There remains a strong commitment to the delivery of evidence-based interventions that reduce harm and safeguard victims, including the Caledonian Programme and the Moving Forward 2 Change (MF2C) intervention to address the needs of individuals convicted of sexual offences, supported by strategic partnerships to ensure robust risk management and accountability.
- A communication strategy and training programme has been implemented to raise awareness of Prevent, strengthening staff confidence in identifying and responding to risks of radicalisation. This supports safeguarding and public protection by promoting early identification, appropriate referral, and consistent multi-agency responses.

3. Taking Forward the HSCP Strategic Priorities

Maximising Independence and Community Wellbeing

- Justice Social Work maximise independence via co-produced assessments. This supports the identification of needs.
- Offence focused interventions, including the Caledonian Programme and Moving Forward 2 Changes, to maximise independence by supporting individuals to address factors associated with their offending and build on strengths.
- A multi-agency approach supports maximising independence by addressing underlying issues such as poverty, trauma and addiction. This enables individuals to remain safely in the community through diversion, bail supervision, structured deferred sentences, and post release .
- Unpaid work placements, vocational training and life skills programmes build confidence and practical capability, promoting reintegration, reducing isolation and strengthening community wellbeing by supporting individuals to live independently and contribute positively to their communities.

4. Future Service Plans and Challenges

Plans:

- Continue to 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.
- Implement and evaluate training on domestic abuse which focuses on assessment and risk management of cases.
- Engagement in Multi-Agency Risk Assessment Conference (MARAC) pilot to support targeted victim safety planning.
- Implement quality assurance processes to support assessment quality.
- Develop and implement outcome measures within the Justice dashboard to support operational and strategic plans.
- Continue to build on operational readiness for the implementation of Multi-Agency Public Protection Service (MAPPS).

Challenges:

- Increasing prison population despite emergency release. Mitigated by continued engagement nationally.