

DIRECTION FROM THE SHETLAND ISLANDS INTEGRATION JOINT BOARD (“IJB”)

ISSUED UNDER SECTION 26(1) OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT 2014

Direction: Justice Social Work	Direction to: Shetland Islands Council (SIC)	Overall Budget allocated by IJB for Direction: £425,479
Reference Number: 1.6	Relevant Function(s): Justice Social Work	Review Date: March 2027
IJB Report(s) Reference Number: CC-10-26		
Date Direction issued/authorised by IJB: 18 March 2026	Date Direction takes effect: 1 April 2026	Does the Direction supersede, amend or revoke an existing Direction? If yes, include reference number of existing Direction: Supersedes Direction 1.6 (IJB Report Ref. CC-24-25-F)
Purpose of Direction		
Provision of trauma informed justice social work services for individuals awaiting sentencing; subject to community based sentences; custodial sentences and reintegration into the community.		
Accountability and Governance		
Governance arrangements are in place as detailed in the social work and social care governance framework. Reporting to Social Work Governance Group, Joint Governance Group and IJB Audit Committee. Criminal Justice performance report and governance issues are also reported to the Shetland Community Justice Partnership.		
Overarching Directions to Function(s)		
<ul style="list-style-type: none"> • Supervision and management of individuals subject to Community Payback Orders. • Statutory and voluntary throughcare for individuals returning from prison 		

- Diversion from prosecution services.
- Providing bail information and supervision.
- Provision of Justice Social Work Reports.
- Development of services in line with national and local outcomes.

Relevant Links

- [Service Plan](#)
- [HSCP Joint Strategic Plan](#)

Directions	Outcomes and key actions	Performance Monitoring and Indicators	Challenges & Opportunities – inc. Risks and Finance
Undertake statutory duties and core social work functions as per relevant legislation and guidance.	<p>Service meeting national timelines for delivery of functions.</p> <p>Individuals have access to community based sentences as an alternative to prison.</p>	<p>Service meeting national justice outcomes and standards.</p> <p>Feedback from individuals subject to justice social work services.</p> <p>Annual Community Payback Report.</p> <p>Quarterly statistics to IJB.</p> <p>6 monthly report to Community Justice Partnership.</p> <p>JSW-2324-3</p> <p>Reduction in individuals being placed on remand</p> <p>Assess all Domestic Abuse perpetrators for suitability on the Caledonian System, where appropriate.</p>	<p>Funding for core duties is ring-fenced</p> <p>Reduction in ring-fenced funding for 2025/26</p>

		Offer Restorative Justice to all JSW clients as part of their community-based disposal, as appropriate.	Funding for RJ is limited and not provided via core funding.
Provision of effective justice social work services for individuals	<p>Effective Interventions are delivered to prevent and reduce the risk of further offending.</p> <p>Communities improve their understanding in order to combat stigma and increase participation in community justice.</p> <ul style="list-style-type: none"> Increased awareness of community payback scheme within the local community Ongoing Increased uptake in trauma informed practice training 	<p>Explore availability/development of non-court mandated programmes to support desistance and promote early intervention</p> <p>Annual statistics to Scottish Government.</p> <p>Reduction in risk scores.</p> <p>Feedback from individuals subject to justice social work.</p> <p>Implement a QA framework for Case Files, Justice Social Work Reports and other core activities to drive improvement</p> <p>Annual CPO report</p> <p>Annual Unpaid work leaflet JSW-2324-2 JSW-2324-4</p> <p>Trauma training will be promoted</p>	<p>Opportunities arise for effective service provision from a committed and motivated staff team</p> <p>Partnership work takes place with statutory and third sector partners</p> <p>The service is currently working within justice funded budgets</p>

Work with partners in relation to public protection matters.	<p>Lead partner in MAPPA (Multi-Agency Public Protection Arrangements).</p> <p>As a core partner in the local MARAC, help ensure its effective running.</p>	<p>Attendance at core group and case conferences</p> <p>Risk assessments and risk management plans completed within 21 days</p> <p>Attend Highland and Islands MAPPA Operational Group and Strategic Group Meetings.</p> <p>JSW Manager lead to undertake MARAC chair training and chair subsequent MARAC meetings.</p> <p>A Justice Social Worker to undertake MARAC risk assessment training.</p>	
Work with the Shetland Community Justice Partnership in developing services and delivering the strategic plan.	<p>Be a lead participant in the Shetland Community Justice Partnership.</p> <p>Support the Partnership to meet national outcomes.</p> <p>Review the Diversion From Prosecution Scheme.</p>	<p>Performance will be reported through the Partnership</p> <p>Completion of reviews and action identified improvements</p>	<p>Reviews will be undertaken in partnership with SCJP</p> <p>Focus will be placed on listening to the voices of lived experience</p>
Continue to deliver on improvement actions to ensure an ethos of continuous improvement and learning.	<p>Deliver on the improvement actions.</p> <p>Implement the Voluntary Throughcare Improvement Plan</p>	As above	

<p>Implementation of the Replacement Social Work and Social Care Recording System</p>	<p>Implementation of the replacement system commenced in 2025 with full implementation planned for early 2027.</p>	<p>Monitoring: The implementation will be closely monitored across the system to ensure milestones and timescales met as planned.</p>	<p>Opportunities: The replacement system, once in place, will support the work of the team through streamlined processes. The replacement system will support improved data and create new opportunities for gathering data. Challenges: The implementation of the new system is a significant piece of work which will create pressure for key members of staff.</p>
<p>AI Transcription Technology for Social Work</p>	<p>Project board currently in place in order to support the exploration of the potential benefits of and options available to implement an AI transcription tool to be used across social work services.</p>	<p>Monitoring: To be taken forward by the project board.</p>	<p>Opportunities: The potential opportunities of the implementation of such a tool may be significant with data suggesting the potential time saved could be up to six hours per user per week. Challenges: This remains a relatively new area therefore close monitoring and expertise required via the project board.</p>