

**DIRECTION FROM THE SHETLAND ISLANDS INTEGRATION JOINT BOARD (“IJB”)**  
**ISSUED UNDER SECTION 26(1) OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT**  
**2014**

<b>Direction:</b> Justice Social Work	<b>Direction to:</b> SIC	<b>Overall Budget allocated by IJB for Direction:</b> £355,565
<b>Reference Number:</b> 1.6	<b>Relevant Function(s):</b>  Justice Social Work	<b>Review Date:</b>  March 2024
<b>IJB Report(s) Reference Number:</b> CC-23-23		
<b>Date Direction issued/authorised by IJB:</b> May 2023	<b>Date Direction takes effect:</b> 1 April 2023	<b>Does the Direction supersede, amend or revoke an existing Direction? If yes, include reference number of existing Direction:</b> CC-07-22-F
<b>Purpose of Direction</b>		
Provision of justice social work services for individuals awaiting sentencing; subject to community based sentences; custodial sentences and reintegration into the community. Including; <ul style="list-style-type: none"> <li>• Supervision and management of individuals subject to Community Payback Orders.</li> <li>• Statutory and voluntary throughcare for individual returning from prison</li> <li>• Diversion from prosecution services.</li> <li>• Providing bail information and supervision.</li> <li>• Provision of Criminal Justice Social Work Reports.</li> </ul>		
<b>Accountability and Governance</b>		

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)

Directions:	Performance / Objective(s):
Undertake statutory duties and core social work functions as per relevant legislation and guidance.	Service meeting national timelines for delivery of functions –quarterly statistics to IJB, 6 monthly report to Community Justice Partnership. Service meeting national justice outcomes and standards. Annual statistics to Scottish Government. Annual Community Payback Report
Work with partners in relation to public protection matters.	Lead partner in MAPPA (Multi-Agency Public Protection Arrangements). Attendance at core group and case conferences Risk assessments and risk management plans completed within 21 days.
Work with the Shetland Community Justice Partnership in developing services and delivering the strategic plan.	Be a lead participant in the Shetland Community Justice Partnership. Support the Partnership to meet national outcomes. Performance will be reported through the Partnership.
Continue to deliver on improvement actions to ensure an ethos of continuous improvement and learning.	Deliver on the improvement actions.

## Improvement Plan

<b>Expected Outcomes</b>	<b>Key Actions/ Milestones (inc dates)</b>	<b>Target (inc. dates)</b>	<b>Risks (detail in risk table below)</b>	<b>Savings/ funding</b>	<b>Ref. and linked priorities</b>
Effective Interventions are delivered to prevent and reduce the risk of further offending.	Update Bail and Information Scheme in line with new guidance from SG.  Commence self-evaluation. Review unpaid work scheme Review supervision requirement	Reduction in individuals being placed on remand. July 2023 Ensure services are fit for purpose. August 2023 Support inspection. September 2023	Scheme not used by the Court.  Reduced Scottish Government funding.  Services not meeting national standards.		JSW-2324-1 Prevention/Early Intervention  Tackling Inequalities
Communities improve their understanding and participation in community justice.	Review process for promoting unpaid work and how we consult with communities for work requests.	Increased awareness of community payback scheme within the local community Ongoing  Produce work pamphlet May 23	Inadequate skills or number of individuals to undertake work.		JSW-2324-2 Engagement  Tackling Inequalities
Partners plan and deliver services in a more strategic and collaborative way.	Develop Restorative Justice Practice through 1:1 and group work. Shetland Community Bike Project unpaid work placements. Tackle food and fuel poverty Provision of good advice on keeping warm.	Improve victim awareness and build relationships between victim and those who commit crime. December 2023	Third sector services dependent on adequate funding.  Poor outcomes for Service Users	Ring-fenced funding for collaborative work with 3rd sector partners.	JSW-2324-3 Tackling Inequalities Prevention/Early Intervention

	All individuals receive a benefit check.	Improve ability to keep warm and eat. Maximise benefits and knowledge of keeping warm. February 24			
Trauma Informed Service	Create and deliver on the improvement plan following trauma informed exercise Research trauma interventions.  Assist other services to undertake a trauma lens to their services Take part in the trauma informed planning group.	Improvement plan fully implemented, service is more trauma informed. January 24  Increased uptake in trauma informed practice training, increased uptake of trauma lens exercise across organisations.	Lack of engagement from service users or staff.		JSW-2324-4 Tackling Inequalities Prevention/ Early Intervention

### Risks Against Improvement Plan

#	Risk	Consequences	Control Measures
1	Scheme not used by the Court.	Poorer social, health and life outcomes for those in justice system.	New Bail Scheme will be promoted.
2	Services not meeting national standards	Lack of trust in the service.	Self evaluation and quality assurance work.
3	Inadequate skills to undertake work.	Increased waiting times, poor quality work, reputational risk, increased time required to manage work.	Focused communication to control job flow. Supportive proactive management and on site training. Triage work placements for appropriateness.
4	Third sector services dependent on adequate funding.	Restorative Justice service unable to be delivered. Poorer outcomes for people in justice system (those who commit and victims)	Maintain positive working relationships and communication to understand any potential risk or disruption to service. Support grant applications.
5	Poor outcomes for service users due to cost of living crisis.	Possible sanctions for service users. Poorer health, social and life outcomes for service users due to inequalities.	Ensure provision of appropriate specialist advice. Continue to nurture connections with appropriate support and specialist services.
6	Lack of engagement from service users or staff.	Unable to implement improvements, poorer outcomes.	Good relational practice encourages engagement