

Inspection of Justice Social Work Services in Scotland

Guidance on the inspection process and
the use of the quality indicators for
self-evaluation of justice social work
services 2019

Background

In response to a request from the Scottish Government that the Care Inspectorate provide scrutiny and assurance of community justice and justice social work services in Scotland, a new strategic scrutiny team was established in May 2018.

At that time, the Scottish Government and the Care inspectorate met to determine what the focus, scope and approach for this work should be. In recognition of the fact that there has been no inspection of justice social work since 2007 and that a new model for community justice has recently been established, two key strands of work were identified:

- The first would focus on supporting the implementation of the new approach to community justice through a supported and validated self-evaluation of community justice.
- The second would provide scrutiny through an inspection of justice social work services, with a particular focus on community payback orders.

The legislative basis for the Care Inspectorate's functions sit within the Public Services Reform (Scotland) Act 2010 and are informed by the Criminal Justice and Licensing (Scotland) Act 2010, the Community Justice (Scotland) Act 2016, the national strategy for community justice and National Outcomes and Standards alongside other key strategy and policy.

This guide outlines the process the Care Inspectorate will follow in the inspection of justice social work services. It lays out the key stages of the process and provides guidance on what will be required at each stage by those who are involved. Our intention is to provide a transparent and robust approach to scrutiny and inspection.

Inspection of justice social work services with a focus on community payback orders

There has been significant change in justice social work over the last decade including the introduction of community payback orders in 2011, and yet there has been no specific scrutiny work to look at how effective the introduction of this order has been. In view of the plan to extend the presumption against short sentences in 2019, it is essential that community based options support this, therefore, the inspection of justice social work services during 2019-20 will focus on community payback orders.

Informed by the Care inspectorate's *Guide to self-evaluation of community justice in Scotland*, we will consider how well National Outcomes and Standards are being applied and what difference community payback orders are making to the lives of individuals who are, or have been, subject to them. Specifically, inspection activities will consider:

- Outcomes for individuals subject to community payback orders, including performance measures against both local and national statistical data
- Impact and experience for those subject to community payback orders
- Key processes linked to community payback orders, including quality of risk/needs assessment, planning and intervention
- Fulfilment of statutory duties, performance management and quality assurance
- Leadership of justice social work

More broadly, the inspection team will consider services' capacity for improvement and, in particular, the extent to which justice social work services' are prepared for the extension of the presumption against short sentences. The team will also explore and collate information regarding funding for Section 27 in order to inform a national overview of the potential impact resulting from changes to the funding formula.

Drawing on the model contained within the *Guide to self-evaluation of community justice in Scotland*, the inspection will focus on the following quality indicators:

- 1.1 improving the life chances and outcomes of those with lived experience
- 2.1 impact on people who have committed offences
- 5.1 providing help and support when it is needed
- 5.2 assessing and responding to risk and need
- 5.3 planning and providing effective intervention
- 5.4 involving people who have committed offences and their families
- 6.1 policies, procedures and legal measures
- 6.4 performance management and quality assurance
- 9.4 leadership of improvement and change

The inspection report will include comment on all nine quality indicators but will evaluate only five of these. These will be 1.1, 2.1, 5.2, 5.3 and 9.4. Care Inspectorate staff may focus on other quality indicators during the inspection if there is a specific reason to do so.

The guidance that follows has two parts. The first outlines the key stages of the inspection process with brief guidance regarding the associated roles and responsibilities. The second provides guidance against each of the quality indicators, which is based on the *Guide to self-evaluation of community justice in Scotland* but is tailored to facilitate specific consideration of community payback orders.

Part One: Guidance on the inspection process

Stage 1: Notification, preparation and engagement stage

Once an area is notified that they will be inspected the lead inspector and strategic support officer will work alongside the area to plan for the inspection. This will include advice and guidance on self-evaluation, the case file reading stage and on-site activities.

Week	What the Care Inspectorate will do	What the justice social work service will do
1	<p>We will send a notification letter to the council chief executive, chair of the community planning partnership and chief social work officer notifying them of the inspection. The letter will also detail the information we will need you to provide and the timescales for this. This will be discussed in more detail in week 5. We will appoint a strategic inspector who will lead the inspection and a strategic support officer who will assist with co-ordination. They will be available to answer any questions you have in advance of the week 5 meeting.</p>	<p>On receipt of the notification letter, an inspection coordinator should be appointed as the main point of contact. This person should be sufficiently senior to ensure the coordination and smooth running of the inspection and liaison with the Care Inspectorate to address queries that may arise.</p>
5	<p>We will meet with senior managers responsible for the delivery of justice social work and provide a briefing on the scope and stages of the inspection. This will be the beginning of our ongoing dialogue and discussion. We will also provide information on the approach to the self-evaluation of justice social work.</p> <p>The Care Inspectorate lead and strategic support officer will also meet with the inspection coordinator to discuss some of the finer details and start to make plans for each stage of the inspection. We will provide guidance about the information to be submitted at each stage. This will include:</p> <ul style="list-style-type: none"> • CJSW structure and governance arrangements 	<p>Senior managers responsible for the delivery of justice social work should attend this meeting. There is no requirement to provide us with a presentation but at this stage, however, senior managers should begin to help us understand the context in which the service operates and its strengths and challenges. Attendees should have familiarised themselves with the self-evaluation documentation and have considered any questions that they may have at this stage</p> <p>The coordination meeting will focus on the practical aspects of the inspection and plan for how it will be carried out. This will include looking at</p> <ul style="list-style-type: none"> • How the self-evaluation and supporting evidence will be presented and submitted

	<ul style="list-style-type: none"> • Case sample list. 	<ul style="list-style-type: none"> • Making arrangements for case file reading, including identification of local file readers and any potential follow up cases in week 15 • Starting to draft the onsite timetable
8	Following the submission of your case sample, our analysts will select a proportionate but random sample of cases for review in week 13.	You will submit your case list of community payback orders for sampling. The strategic support officer will assist you with this.

Stage 2: Self-evaluation and supporting evidence

Areas will be asked to submit a self-evaluation using *A guide to self-evaluation for community justice in Scotland* and we will provide supplementary guidance in relation to the specific focus on community payback orders. We will require strong supporting evidence to aid validation of the self-evaluation.

Week	What the Care Inspectorate will do	What the justice social work service will do
11	The Care Inspectorate Lead will arrange for the self-evaluation to be reviewed by the inspection team.	The self-evaluation and supporting evidence is submitted to the Care Inspectorate no later than 12:00 on Wednesday of this week.
12	The inspection team will review the self-evaluation and supporting evidence. This will help shape the scope of the inspection and specific areas that require further exploration and discussion. At the end of this stage, based on the evidence presented, the inspection team will identify potential strengths, areas for improvement and areas of uncertainty. This will inform the next discussion we have with you when we meet in week 15.	During this week, final arrangements should be put in place for the file reading exercise in week 13.

Stage 3: Case file reading

We will read a proportionate sample of justice social work records on individuals who are, or have been, subject to a community payback order. This will be done using a template and guidance, which will be shared with local file readers. Local file readers should include qualified social workers who are trained in the use of LS/CMI and local IT systems, and staff with experience of file audit and quality assurance.

Week	What the Care Inspectorate will do	What the justice social work service will do
13	During this week, we will be on-site reading justice social work records against a set template and guidance. In advance of this, we will have provided training for local file readers.	The coordinator and strategic support officer may wish to discuss / meet this week to confirm arrangements for week 15 and 17.
14	The Care Inspectorate intelligence team will analyse the results of the case file reading exercise and produce a report on the findings.	

Stage 4: Onsite Activity

Onsite activity will be informed by the evidence and findings from stages 2 and 3. This stage will be scoped and proportionate, with inspection activity focussed on areas where uncertainty remains or clarification is required.

Week	What the Care Inspectorate will do	What the justice social work service will do
15	<p>For part of this week (2-3 days), the inspection team will meet with individuals who are, or who have been, subject to a community payback order. This will be done through focus groups, meetings, phone calls and observations. This will allow us to get a strong sense of the views of service users. We may also follow up on some cases from the sample we read during week 13.</p> <p>Towards the end of the week we will meet with senior managers to discuss the key messages from self-evaluation and case file analysis and any areas of ongoing uncertainty. This will ensure that staff who will be involved in onsite</p>	<p>In advance of this week, preparations will have been made to ensure that focus groups and meetings are in place for the on-site activity. It is important to have considered practical arrangements and any additional support that service users may require. The service should identify someone to act as a point of contact for the inspection team to address any issues that arise in the course of the week.</p> <p>When meeting with the Care Inspectorate team near the end of this week it is important that senior managers are able to communicate the key messages they have concluded from undertaking self-evaluation.</p>

	<p>activity during week 17 are aware of what we wish to discuss with them at that stage. Discussions will include:</p> <ul style="list-style-type: none"> • key messages from the self-evaluation • key messages from case file analysis • information gaps or areas of uncertainty which will require further onsite activity in week 17. 	
17	<p>We will be on-site this week, for no more than 3 days, meeting with staff involved in the delivery of community payback orders and justice social work, as well as key stakeholders and beneficiaries. This will be done in a proportionate way which means that we may cancel activities if we have gathered enough evidence and do not require further scrutiny activity.</p>	<p>Similar to week 15 it is important that arrangements for meetings are communicated to attendees and that provision has been made to meet any additional support requirements. Staff should be supported to participate fully in the process and well prepared to engage in discussion.</p>

Stage 5: Report Publication

The published report will identify strengths and areas for improvement, make evaluations against quality indicators, identify good practice, make recommendations and comment on capacity for improvement.

Week	What the Care Inspectorate will do	What the justice social work service will do
18	<p>During this week, the inspection team will consider all evidence from the inspection and draft the inspection report.</p>	
19	<p>The inspection team will meet to reach consensus on the findings. Thereafter, the inspection team and Service Manager (Strategic Scrutiny-Justice) responsible for quality assurance of the inspection will meet with senior managers to share the findings and key messages from the inspection. We will not provide evaluations at this</p>	<p>Senior managers responsible for the oversight and delivery of justice social work services will meet with the inspection team as we share findings and key messages from the inspection.</p>

	<p>point as the inspection findings and evaluations are still subject to internal quality assurance. However, it will be important that we meet with senior managers at the earliest opportunity following the conclusion of our onsite activity to discuss key messages and findings. This will ensure areas are able to respond quickly to any areas for improvement and have reassurance on areas that are performing effectively.</p>	
20	The report will be subject to Care Inspectorate quality assurance processes.	
22	We will send the draft report to the chief executive of the council and chief social work officer at the beginning of this week for comment.	The chief executive and chief social worker may wish to consider the best way to collaborate with key senior managers to prepare and comment on the report. This should focus on issues of factual accuracy.
24	We will review all comments received and make amendments where appropriate. We will notify you of the changes made.	Comments should be submitted to the Care Inspectorate by Monday of this week. Comments should be completed in the template provided.
27	We will send you an embargoed copy of the published report.	Consider and prepare briefing / statement for staff, media and other interested parties.
28	The inspection report will be published on the Care Inspectorate website.	An improvement plan should be submitted to the Care Inspectorate within six weeks of the publication of the report.

Part Two: Guidance to support the use of the quality indicator model for the purpose of self-evaluation of justice social work services

This guidance builds upon ‘*A guide to self-evaluation for community justice in Scotland*’¹ but is tailored to facilitate specific consideration of community payback orders. It outlines questions that should be considered in the completion of the self-evaluation and also provides a framework for the completion of the self-evaluation. Whilst this guidance is for use during the inspection of justice social work services, it is also a tool to aid continuous improvement of justice social work services and support services to strive towards achieving excellence. It is therefore suitable for use on an on-going basis.

This guide prompts justice social work leaders, managers and staff to ask themselves three key questions in the context of self-evaluation for the purpose of continuous improvement. These are:

- **How good are we now?**
This helps identify strengths and areas for improvement.
- **How do we know?**
This question considers what evidence you have to illustrate performance using a range of sources, including quantitative and qualitative evidence. This will give you a stronger sense of the quality of your work.
- **How good can we be?**
This encourages you to reflect on what you have found and identify the improvements that could be achieved in the future. It should enable you to identify a clear set of priorities and develop an improvement plan.

Key considerations and sources of evidence

The inspection will look at performance in the following areas therefore sources of evidence should aim to demonstrate:

- How well National Outcomes and Standards are being used and adhered to. It will consider matters of compliance and enforcement against these.
- The quality of risk/needs assessment, planning and effectiveness of interventions.
- How well justice social work is carrying out its statutory duties as laid out in legislation.

¹<http://www.careinspectorate.com/images/documents/3551/Community%20Justice%20self%20evaluation%20guide.pdf>

- What difference justice social work services are making in the lives of individuals and how well services demonstrate impact and outcomes for services users and those affected by crime.
- The direction of leadership and how well leaders are supporting learning, change, development and improvement in justice social work.

In addition, the inspection will also look at capacity for improvement in relation to community payback orders and provide comment on how well positioned local authorities are to meet the forthcoming extension of the presumption against short sentences. Therefore, the self-evaluation should make explicit comment on the local authority's preparedness for the extension of the presumption against short sentences and what measures have been planned and taken. This should consider:

- What the projected need is likely to be?
- What the impact of the extension is likely to be in respect of service demands and delivery?
- What action has been taken to prepare for this?

Comment should also be made on the current funding formula for Section 27 funding and how you have responded to any funding changes in order to meet the needs of individuals who are, or have been, subject to community payback orders. This should outline any changes in partnership arrangements and/or commissioning arrangements which may have impacted on the delivery of high quality services, including preventative approaches. We will gather this information but will not necessarily comment on it within the inspection report. We will however collate the information in order to inform a national overview of the potential impact resulting from the changes.

The quality indicator model outlined below should be used as a guide to examine and evaluate performance, however, the format can be amended to suit local systems and preferences.

It is important that attention is also paid to how well the [Health and Social Care Standards](#) are reflected within the context of justice social work. The objectives of the standards are to drive improvement, promote flexibility and encourage innovation in how people are cared for and supported. When undertaking self-evaluation, consideration should be given to the headline outcomes:

1. I experience high quality care and support that is right for me
2. I am fully involved in all decisions about my care and support
3. I have confidence in the people who support and care for me
4. I have confidence in the organisation providing my care and support
5. I experience a high quality environment if the organisation provides the premises

Quality indicator 1.1

Improving the life chances and outcomes of those with lived experience of community justice

This indicator relates to how well services are achieving against key performance measures for community payback orders. It also considers how well you are able to demonstrate the difference you are making in achieving positive outcomes for individuals who are subject, or have been subject, to a community payback order. Consideration should be given to:

- Person-centric outcomes: whilst we recognise this area is still being developed within the wider context of community justice, justice social work should comment on these types of outcomes for individuals subject to community payback orders.
- Performance outcomes: this area focuses more on the quantitative data and outputs that provide an indication on how well justice social work services are meeting key performance indicators that are both nationally and locally determined.

Questions you should ask in relation to this quality indicator:

1. How well are we able to demonstrate that we are making a difference to the lives of individuals who are subject to community payback orders through an agreed set of identified person-centric outcome measures?
2. How confident are we that we can demonstrate we are achieving positive trends in performance measures in relation to meeting statutory requirements and standards and have taken action where improvement may be required?

How good are we now? What evidence do we have of our strengths and areas for improvement?	Evidence reference
How good can we be? What action will we take to improve our current practice?	Evidence reference

Evidence to support justice social work self-evaluation

1.1

Evidence for person-centred outcomes and performance outcomes can be pulled from a range of quantitative and qualitative sources such as:

- local performance reporting systems
- individual case management plans, which may be collated to gain an overarching picture
- data gathering and analysis
- performance reporting to Scottish Government, local authority committees, community justice partnerships, senior and corporate management teams
- annual reporting mechanisms
- quality assurance and auditing processes
- feedback from service users and stakeholders
- performance against national standards, LS/CMI measures, MAPPA Statistics etc

Quality Indicator 2.1

Impact on those who have committed offences

This indicator should focus on the impact justice social work services (including those commissioned by social work services, and those services received as a result of being on a community payback order) are having on the lives of those individuals who are, or have been, subject to a community payback order. Consideration should be given to:

- The views of individuals about how their life chances have improved as a result of services provided to them
- Individuals' experience of what has made the most difference to their wellbeing and whether offending behaviour has reduced as a result
- If the individual believes they received the right type of help and support at the right time
- Whether positive relationships with staff have been experienced and individuals feel they are treated well and with respect

Questions you should ask in relation to this quality indicator:

1. What impact are we having on the lives of those subject to community payback orders and how do we know?
2. What type of experience are we providing in community payback orders that supports desistance and promotes wellbeing?
3. How do we know relationships and support offered is helpful, respectful and beneficial in changing lives?

How good are we now?	Evidence reference
What evidence do we have of our strengths and areas for improvement?	
How good can we be?	Evidence reference
What action will we take to improve our current practice?	

Evidence to support justice social work self-evaluation

2.1

Evidence of the impact on those who have committed offences can be gleaned from a range of sources such as:

- individual case records / case management plans
- statutory reviews
- direct feedback from service users and stakeholders
- data gathering and analysis
- local performance reporting systems
- performance reporting to Scottish Government, local authority committees, community justice partnership, senior management forums
- quality assurance and auditing processes

Quality Indicator 5.1

Providing help and support when it is needed

This indicator should focus on how well services recognise the needs of individuals who are, or have been, subject to a community payback order; how quickly and effectively the service provides access to help and support, and how able the service is to respond to changes in the individual's needs. Consideration should be given to:

- Early recognition of the need for help and support and speed and quality of the response
- Ease of access to services and actions to address barriers to accessing services
- Collaborative working to provide the right help and support when needed
- The quality and usefulness of information provided to individuals

Questions you should ask in relation to this quality indicator:

1. How well do we recognise an individual's need for help and support at an early stage and how effective is our response?
2. To what extent do we deliver responsive and person-centred services?
3. How well do we identify and address potential barriers to help and support and / or access to services?
4. What types of useful, quality information are we providing to individuals about their community payback order?

How good are we now? What evidence do we have of our strengths and areas for improvement?	Evidence reference
How good can we be? What action will we take to improve our current practice?	Evidence reference

Evidence to support justice social work self-evaluation

5.1

Evidence for this indicator can be gleaned from a range of sources such as:

- quality assurance and auditing processes
- individuals case records / case management plans
- court reports
- self-evaluation against required standards and legislation
- direct feedback from service users and stakeholders
- discussion with partners
- early intervention and prevention mechanisms
- referral and uptake of services at an early stage
- local and / or national performance reporting systems

Quality Indicator 5.2

Assessing and responding to risk and needs

This indicator focuses on the quality of assessment, the effectiveness of response to identified risk and needs and the sharing of information. Consideration should be given to:

- The extent to which risk assessment and management practice is consistent with the standards outlined in the *Framework for Risk Assessment, Management and Evaluation* (FRAME: RMA, 2011)
- Quality of assessments, including court reports, LS/CMI and specialist assessments.
- Response to concerns about wellbeing and risk
- Collaboration on assessment and information sharing processes
- Victim safety issues

Questions you should ask in relation to this quality indicator:

1. How well does our assessment of risk and needs meet the standards outlined in FRAME and National Outcomes and Standards?
2. To what extent are we producing high quality assessments across all types of assessment frameworks?
3. How confident are we that we are responding to high risk scenarios across all types of public protection concerns where risks may be escalating for individuals?
4. How effective are our collaboration processes with partners, including information sharing processes?

How good are we now?	Evidence reference
What evidence do we have of our strengths and areas for improvement?	
How good can we be?	Evidence reference
What action will we take to improve our current practice?	

Evidence to support justice social work self-evaluation

5.2

Evidence for this indicator can be gleaned from a range of sources such as:

- quality assurance and auditing processes
- individuals case records / case management plans
- court reports
- self-evaluation against required standards and legislation
- direct feedback from service users and stakeholders
- discussion with partners
- local and / or national performance reporting systems

Quality Indicator 5.3

Planning and providing effective intervention

This indicator focuses on the quality of case management plans and the planning process. It should also focus on the quality of supervision and the range and quality of interventions to address identified risk and need and support desistance from offending.

Consideration should be given to:

- the quality of plans and planning processes
- the provision of appropriate and flexible interventions and services including the range and responsiveness. This should include unpaid work and any other specific requirements within orders.
- Adherence to National Outcomes and Standards, including management of compliance, undertaking home visits and statutory reviews
- Collaboration with partners and multi-agency working
- Person-centred responses including for vulnerable groups

Questions you should ask in relation to this quality indicator:

1. How well are we able to demonstrate that we provide effective supervision informed by comprehensive and up to date plans and collaborative planning processes?
2. How well do we meet the expectations of National Outcomes and Standards in relation to community payback orders?
3. Do we provide the range of interventions and services that are needed to reduce risk, meet needs and improve outcomes for all service users?

How good are we now?	Evidence reference
What evidence do we have of our strengths and areas for improvement?	
How good can we be?	Evidence reference
What action will we take to improve our current practice?	

Evidence to support justice social work self-evaluation

5.3

Evidence for this indicator can be gleaned from a range of sources such as:

- quality assurance and auditing processes
- staff supervision
- individuals case records / case management plans
- court reports
- self-evaluation against required standards and legislation
- direct feedback from service users and stakeholders
- discussion with partner agencies
- local and / or national performance reporting systems

Quality Indicator 5.4

Involving those who have committed offences, their families and victims

This indicator should focus on how well services involve individuals who are or have been subject to a community payback order, in key processes including recording and acting upon their views. Consideration should be given to:

- Processes for seeking and responding to the views of individuals and where appropriate, their families and victims
- Encouraging participation and involvement in the community payback order to promote responsibility, ownership and positive change
- Recognising diversity and individual needs / use of advocacy

Questions you should ask in relation to this quality indicator:

1. How good are our systems for seeking and recording the views of individuals and where appropriate, their families and victims?
2. How well can we demonstrate an effective response to views expressed?
3. How well do we involve individuals and where appropriate, families and victims in key processes?
4. To what extent do the above measures improve engagement with the order, the supervision process, accountability and positive change?

How good are we now?	Evidence reference
What evidence do we have of our strengths and areas for improvement?	
How good can we be?	Evidence reference
What action will we take to improve our current practice?	

Evidence to support justice social work self-evaluation

5.4

Evidence for this indicator can be gleaned from a range of sources such as:

- statutory reviews of CPO's
- direct feedback from service users, families and victims
- individual records / case management plans
- data gathering and analysis
- local and / or national performance reporting systems
- quality assurance and auditing processes
- learning from previous self-evaluation activity

Quality Indicator 6.1

Policies, procedures and legal measures

This indicator considers the effectiveness of approaches to developing, reviewing and updating policies and procedures. It also considers whether there is a suitable range of guidance to support consistent, legally compliant practice. Consideration should be given to the extent to which:

- Policies and procedures reflect statutory obligations and adherence to National Outcomes and Standards
- Staff have access to coherent, up-to-date guidance to assist them in understanding their respective roles, responsibilities and statutory duties.
- Policies and procedures are reviewed and updated in line with changes and developments in legislation, policy and practice.

Questions you should ask in relation to this quality indicator:

1. To what extent do our policies and procedures support the delivery of credible community payback order requirements?
2. How well do our mechanisms enable us to systematically develop, disseminate, implement, review and update policies and procedures?

How good are we now?	Evidence reference
What evidence do we have of our strengths and areas for improvement?	
How good can we be?	Evidence reference
What action will we take to improve our current practice?	

Evidence to support justice social work self-evaluation

6.1

Evidence for this indicator is available from a range of sources such as:

- strategic plans, policies and procedures
- staff guidance, training events and briefings
- quarterly/annual performance reports, committee minutes
- consultations used to inform policy development
- systematic feedback on quality of service

Quality Indicator 6.4

Performance management and quality assurance

This indicator focuses on effective performance management and quality assurance approaches to ensure high quality services and continuous improvement. This includes efficient and reliable collection of data. It focuses on efforts to improve outcomes for service users and those affected by crime. Consideration should be given to the extent to which:

- Quality assurance systems are in place and are effective in identifying both high quality, consistent practice and areas where improvements are required
- Services set clear targets they wish to measure that are aligned with service priorities and produce robust, reliable performance management information to support service delivery
- Staff at all levels understand their contribution to improving quality and performance and are supported to use self-evaluation approaches
- The *Outcomes Performance and Improvement Framework* (Scottish Government: 2016) is used, alongside local mechanisms to measure progress, drive improvement and report on the impact of services

Questions you should ask in relation to this quality indicator:

1. To what extent have we established a culture of performance management and continuous improvement?
2. To what extent are we reaching targets and improving consistency and performance?
3. How effective are our arrangements for quality assurance and performance management?

How good are we now?	Evidence reference
What evidence do we have of our strengths and areas for improvement?	
How good can we be?	Evidence reference
What action will we take to improve our current practice?	

Evidence to support justice social work self-evaluation

6.4

Evidence for this indicator can be obtained from a variety of sources such as:

- examples of how the OPI Framework and relevant local mechanisms have been used to measure performance
- performance management information and scrutiny reports
- evidence based commissioning strategies and programme delivery decisions
- examples of outcomes and improvements for service users and those affected by crime
- service delivery and improvement plans
- performance targets
- findings from case file audit and review
- links to strategic plans, CSWO report, Community Justice (Scotland) reports, CJOIP, LOIP, staff development and workforce plans.
- consultations and engagement events
- feedback from service users and stakeholders

Quality indicator 9.4

Leadership of improvement and change

This section relates to the commitment and effectiveness of leaders who have a responsibility for the delivery, development, quality and oversight of the justice social work service. It also focuses on how well leaders support and drive improvements in justice social work. Consideration should be given to:

- Performance in all aspects of the justice social work service, including year on year improvement trends achieved through utilising good performance information
- Making changes in service delivery that recognise a changing landscape and are based on a sound understanding of need and risk
- Involvement of staff, stakeholder and service users in ensuring innovative and creative change to service improvement
- Effectiveness of governance arrangements to ensure a progressive and responsive service
- Maximising opportunities to learn from significant events and reviews

Questions you should ask in relation to this quality indicator.

1. To what extent are we continually improving our justice social work service?
2. To what extent are we learning from change?
3. How effective is our transformational change?
4. How well do we respond and react to challenges that affect the justice social work service?

How good are we now?	Evidence reference
What evidence do we have of our strengths and areas for improvement?	
How good can we be?	Evidence reference
What action will we take to improve our current practice?	

Evidence to support justice social work self-evaluation

9.4

Evidence for leadership of improvement and change may be found in sources that include:

- performance reports for committee and strategic groups
- strategic plans and reporting structures
- specific learning reviews and work from serious incident reviews or Initial Case Reviews/Significant Case Reviews and Serious Incident Reviews
- learning from commissioned research
- learning from previous self-evaluation activity
- learning from quality assurance and performance management
- service redesign to improve quality and delivery of services and quality of experience
- operational and strategic delivery within the context of health and social care integration
- identification and recognition of good practice and good practice models
- learning from others
- staff led approaches to learning and improvement and changes in service delivery
- service user involvement in service redesign

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànan eile ma nithear iarrtas.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

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