

Supported and validated self-evaluation of community justice in Scotland

Process guidance

Background

In response to a request from the Scottish Government that the Care Inspectorate provide scrutiny and assurance of community justice and criminal 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 criminal 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 criminal 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 working with local community justice partnerships to undertake supported and validated self-evaluation. It also lays out the key stages of the processes and guidance for partners on what will be required of them at key stages. Our intention is to support the implementation of community justice by working closely with partnerships.

Supported and validated self-evaluation of community justice in Scotland

We recognise that the implementation of the revised approach to community justice is still at an early stage having had a transition year and one full year since the introduction of the Community Justice (Scotland) Act 2016. It would now be a good time for areas to take stock to better understand the progress they have made in implementing the new model. This will also give Scottish Government, and other scrutiny bodies an idea of the current strengths and challenges.

In acknowledgement of the partnership approach inherent in the model and the fact that implementation is still in the early stages, we will work with community justice partners to consider the:

- progress made on strategic planning
- extent of collaborative work across statutory partners and the third sector
- effectiveness of local strategic groups
- ability to report on progress made
- the ability to maximise impact through the efficient and effective use of shared resources
- how well leaders are supporting this work and providing clear direction.

Self-evaluation will also provide an opportunity to consider links and collaborative working between local partnerships and Community Justice Scotland. Supported and validated self-evaluation activity will utilise “A guide to self-evaluation of community justice in Scotland” .

Whilst there is nothing to prevent community justice partners using the full scope of the guide we propose that a realistic and constructive starting point to self-evaluation will be to focus on the following three quality indicators:

- 6.2 planning and delivering services in a collaborative way
- 8.1 effective use and management of resources
- 9.2 leadership of strategy and direction

Although the guide to self-evaluation was produced prior to the publication of the new **Health and Social Care Standards** (Scottish Government, 2017), we will take every opportunity to direct partnerships to the new standards and reflect these wherever relevant and possible in their self-evaluation and in our published reports.

Key stages in the process

The approach to supported and validated self-evaluation will be as follows:

- **Stage 1- Notification, engagement and support.** The Care Inspectorate will seek to support partners to undertaking a robust and mature self-evaluation, build capacity and will provide guidance on what good supporting evidence looks like.
- **Stage 2- Submission of self-evaluation and supporting evidence.** The partnership will submit their self-evaluation and the associated evidence to the Care Inspectorate for consideration and validation.
- **Stage 3 - Validation activity.** This will involve onsite activity by the Care Inspectorate meeting with relevant partners and groups to validate the self-evaluation where this has not been possible from a desk-based approach.

- **Stage 4 - Validation letter.** A validation letter will be sent to the local community justice partnership and overarching governing group on the self-evaluation. The letter will be published on the Care Inspectorate website to ensure community justice partners and stakeholders across Scotland can benefit from any learning. A copy will also be sent to the Scottish Government.

Stage 1 - Notification, engagement and support

During this stage we will notify you that you have been selected to undertake this work. We will make contact with you to discuss what is required at each stage. During this stage we will also offer to meet with the community justice partnership on three occasions to discuss self-evaluation and the best way to approach this. These days will be spent assisting you as required to build capacity across the partnership in undertaking self-evaluation. It is crucial all partners are engaged in this process.

| Week | What the Care Inspectorate will do | What the community justice partnership will do |
|------|--|--|
| 1 | We will formally notify the chair of the community justice partnership that you have been selected to undertake supported and validated self-evaluation of community justice. We will copy the coordinator into this letter. This will also provide contact details for the lead and strategic support officer | <p>The chair should share this letter with all statutory partners and key stakeholders who are part of the partnership. The chair should identify someone to act as the point of contact for the Care Inspectorate who will coordinate all correspondence. Ideally this should be the community justice coordinator.</p> <p>The contact person should set up meetings for week 5 and week 6 that include all members of the partnership.</p> |

| Week | What the Care Inspectorate will do | What the community justice partnership will do |
|--------------------------|---|--|
| 5 (2 days) | <p>We will work with all members of the partnership for 1-2 days (depending on what level of support is required) to help prepare them for what is expected of self-evaluation. This will involve the lead:</p> <ul style="list-style-type: none"> taking partners through the whole process discussing what is required for robust joint self-evaluation supporting partners to understand what they can each contribute, individually and collectively discussing what good evidence looks like looking at different approaches in undertaking self-evaluation | <p>All partners from the local community justice partnership should attend this event. In advance of attendance all partners should have reviewed the Guide to self-evaluation of community justice in Scotland and familiarised themselves with the quality indicator model, in particular the three quality indicators within our current scope.</p> <p>All partners should be prepared to contribute to discussion and consider what agencies should do individually and collectively to contribute to the self-evaluation. Consideration should be given to how you will be involved and how you will resource this work.</p> <p>In consultation with the Care Inspectorate lead, the strategic support officer will meet with the coordinator during this week to agree any core activity that is required during week 15 (onsite validation activity).</p> |
| 6 (1 day- this day is | <p>We will work with partners for an additional day as required in preparing for the supported and validated self-evaluation.</p> | <p>Similar to week 5, but time can be spent taking forward the discussion on to what needs to be done within the partnership to achieve a completed joint self-evaluation. Time can also be spent talking through particular examples as partners will have had some time to reflect on what this means for them from the previous week. Thereafter partners will work on completing the self-evaluation which should be submitted in week 12. Partners are encouraged to begin this work at the earliest opportunity.</p> |

Stage 2 - Submission of self-evaluation and supporting evidence

During this stage the partnership will work on their self-evaluation and submit this along with supporting evidence to the Care Inspectorate. We will then review this with a view to validating strengths and areas for improvement. We will also identify areas that remain uncertain and will require further clarification in stage 3 through follow up and validation activity.

| Week | What the Care Inspectorate will do | What the community justice partnership will do |
|------|---|--|
| 12 | <p>During this week the lead and strategic support officer will be available to answer any questions you may have. Following receipt of your self-evaluation and supporting evidence the team will prepare to review this.</p> | <p>On the Friday morning of this week, the partnership will submit the completed self-evaluation to the Care Inspectorate, along with the supporting evidence that will help us to validate the self-evaluation.</p> |
| 13 | <p>Our team will review the submitted self-evaluation and supporting evidence. They will come together to share their views and at the end of the week will meet with the partnership to discuss</p> <ul style="list-style-type: none"> • key messages from the self-evaluation • what we have concluded and are able to validate from the self-evaluation and supporting evidence, including strengths and areas for improvement • any areas where we have not been able to validate on the basis of the evidence provided. This will determine whether on-site activity is required in week 15. Where on-site activity is required, we will discuss with partners the best way to do this. the conclusions made in your self-evaluation. | <p>At the end of the week the partnership will meet with the Care Inspectorate to discuss the self-evaluation. During this meeting partners should share their key messages from the self-evaluation with the Care Inspectorate team and talk through the benefits, experience and challenges in undertaking this work. It is important that all partners are present. During this discussion if there are some areas we have been unable to validate, we will look to all partners to provide information and direction on the best way for us to be able to achieve validation.</p> <p>It is important that during the whole process and following this discussion partners are able to brief staff and help them prepare for the validation week.</p> |

Stage 3 - Validation activity

At this point we will visit your area to undertake any validation activity that was indicated during Stage 2. This is likely to involve meeting with statutory partners and stakeholders to validate aspects of the self-evaluation. It will also enable us to explore in more detail areas where we are less clear following review of the self-evaluation and evidence submitted.

| Week | What the Care Inspectorate will do | What the community justice partnership will do |
|-------------|---|--|
| 15 | The team will spend time meeting with relevant partners in our endeavours to validate your self-evaluation. As this is a supported process, strategic inspectors will explore with partners the three quality indicators as well as looking at where improvement may be required. The team will pull together all additional validation information highlighted during this week in preparation for the next and final stage. | The team will be onsite for no more than three days. All partners involved in validation activity should attend meetings as required and prepare to participate fully in all discussions. This is the final stage of validation activity and is an important opportunity to fully engage in the process. |

Stage 4 – Validation letter

We will produce a validation letter which will comment on your partnership's approach to self-evaluation, key strengths and areas for improvement. It will include a confidence statement about your partnership's capacity for improvement which may include qualifications or reservations and take account of contextual and other significant changes in your area. We will meet with the community justice partnership to share our findings.

| Week | What the Care Inspectorate will do | What the community justice partnership will do |
|-------------|--|--|
| 16 | The validation letter will be drafted by the team and will be subject to our quality assurance processes. Thereafter, the team and the service manager (strategic scrutiny justice) (responsible for quality assurance) will meet with senior managers to feedback what we have concluded and validated. | All members of the partnership should be in attendance at this meeting to hear and comment on the findings. At this stage partners may wish to consider how they communicate the key messages and any actions for improvement to key stakeholders in order to plan how this will be taken forward. |
| 17 | We will issue the validation letter to the chair of the partnership. | During week 17-19 partners will read and reach collective agreement on comments to be returned to the Care Inspectorate |
| 19 | The lead inspector will review and respond to comments, making any amendments as appropriate. We will advise you of any changes made. | The partnership, through the chair, should provide any comments to the Care Inspectorate lead by the Tuesday of this week. Comments should focus on factual accuracy and should be a partnership response. |
| 20 | The validation letter will be published near the end of this week on the our website. A final embargoed copy will be sent to the chair of the partnership. We will also notify and send an embargoed copy to Scottish Government. | The partnership may wish to prepare any briefing that may be required for elected members, media and public platforms etc. |

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