

Unit Title

BA9 Contribute to strategies for promoting community justice and social inclusion

Summary

This unit is about acting upon agreed priorities and objectives for promoting community justice and social inclusion by helping to develop and implement clear strategies, and then monitoring and improving the strategies in practice, constantly evaluating and re-evaluating them as they are implemented. It builds on unit (A102) as setting priorities and objectives should precede the development of strategies.

The stakeholders will include: other workers in the same agency, workers in other agencies, statutory inter-agency forums, the population under consideration, politicians. Resource constraints will include: finance, human, time, equipment and materials, capital.

Element 1 includes both formal and informal negotiation and consultation processes.

Indicators of effectiveness should include: outcomes, outputs and targets, inputs and processes, costs and best value.

The support provided will include: encouragement and motivation, training and coaching, representation of views to others, information and advice, accessing expertise and resourcing.

There are three elements:

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| BA9.1 | Develop and agree strategies for promoting community justice and social inclusion |
| BA9.2 | Implement strategies for promoting community justice and social inclusion |
| BA9.3 | Monitor, evaluate and improve strategies for promoting community justice and social inclusion |

Target Group

This unit is intended for anyone who contributes to the development by others of strategies for promoting community justice and social inclusion for a population, primarily at regional or local level. The unit is designed to be relevant to a wide range of agencies, including probation services, social work, the police, prison services, local authorities, inter-agency teams and voluntary sector agencies. The agency's work may be focused on community safety, crime reduction, work with those affected by offending (victims, survivors and witnesses) or work with those who have offended.

This unit has been created by Skills for Justice.

Element**BA9.1 Contribute to development of strategies for promoting
community justice and social inclusion****Performance Criteria**

To meet the standard, you

- 1 communicate with stakeholders in a manner which is open, realistic and likely to engage their interest and support
- 2 obtain information on the evaluation criteria and the range of strategic options that are being considered
- 3 help to implement negotiation and consultation processes which are appropriate to stakeholders
- 4 monitor negotiation and consultation processes for their effectiveness in producing the necessary feedback
- 5 make necessary modifications to negotiation and consultation processes when they are failing to produce the feedback required
- 6 provide feedback from negotiation and consultation processes
- 7 participate in discussions on preferred strategic options and confirm they
 - meet the identified criteria
 - reduce risks
 - are attainable within agreed timescalesare within resource constraints

Element**BA9.2 Contribute to implementation of strategies for promoting
community justice and social inclusion****Performance Criteria**

To meet the standard, you

- 1 identify the indicators that will be used to guide the implementation and evaluation of strategies
- 2 identify the methods of implementing strategies that will be suitable for the context and the people who work within them, in the light of previous experience
- 3 clarify for the methods
 - evidence of past practice
 - the context
 - priorities and objectives
 - cost
 - level of commitment
 - skills needed and skill base
 - time available
- 4 monitor implementation of the strategy, in partnership with the different people and their roles and responsibilities
- 5 support and encourage people to understand their contribution to strategy implementation, to offer suggestions, ideas and views and take an active part in the process
- 6 discuss and agree action plans for implementing the strategy with those responsible
- 7 obtain and give necessary and appropriate support for as long as is necessary to achieve effective implementation
- 8 encourage those involved to seek the support they need as and when they need it
- 9 identify and use effectively opportunities to inform and advise people on strategies.

Explanatory Notes

In performance criterion 4, roles and responsibilities might relate to: statutory obligations, responsibilities of post-holders/jobholders, the public and other workers.

Element**BA9.3 Monitor and contribute to the improvement of strategies for promoting community justice and social inclusion****Performance Criteria**

To meet the standard, you

- 1 identify the nature and sources of information required to monitor and evaluate strategies
- 2 establish effective systems for collecting and processing monitoring information
- 3 collect valid and reliable information as required
- 4 identify and report on the benefits and drawbacks of the strategies
- 5 communicate the results of the review and evaluation to stakeholders at a time when they are able to make use of it
- 6 clarify concerns regarding the availability of resources and their impact on meeting the concerns of the population and address them to those who need to know and may act upon them
- 7 disseminate achievements and lessons learnt effectively to all involved to maintain commitment and target improvements
- 8 recognise achievements in a way which is appropriate to those concerned, the nature of the achievement and the overall context

Unit**BA9 Contribute to strategies for promoting community justice
and social inclusion****Knowledge and Understanding**

To meet the standard, you need to know and understand

Working within the community justice sector

- 1 The range of strategic options for promoting community justice and social inclusion, those which are particularly helpful for meeting the concerns of different groups and how to assess their relative strengths, weaknesses, opportunities and threats; the complexity of working with different communities, how different communities perceive crimes and how perceptions of crime are socially-based; crimes which may remain hidden, why crimes may not be reported or talked about in group settings (e.g. domestic violence)
- 2 What is meant by the term 'stakeholders', why the term is used, who may be seen as a stakeholder and the different, and perhaps competing, interests which stakeholders may have and why this occurs; how to work with a range of different stakeholders and across their different interests; the purpose of encouraging stakeholders to make explicit their aims, commitments and concerns in relation to the various means of promoting community justice and social inclusion
- 3 The means which are available for promoting community justice and social inclusion, and the purpose of mapping them; factors which affect the focus and range of the different means and any preferred suppliers
- 4 How to identify and assess the types and level of risk (within and outside the agency) inherent in different strategic options; methods of evaluating strategic options (such as modelling and scenario building)
- 5 Methods of presenting and preparing reports for decision making
- 6 Managing change: the different options for change to make means more appropriate for the whole of the population; the ways in which the implementation of those different options would need to be managed and the knock-on effects which they might have (e.g. redeployment of staff); the extent to which options for change are feasible given other factors; how to present proposals for change constructively and in ways which help people see their benefits; the sort of arguments which may be effective to counter others' views and how these can be offered constructively; how to challenge current practice and help people to think creatively particularly in relation to the needs of those groups who are socially excluded; obstacles to change, the reasons for them and how to encourage people to think past obstacles to change and gain the confidence and interest to move forward; the plans and processes which need to be put in place to enable people to manage change; effective change management processes and how these may differ in different contexts and settings; how the worker can adopt an approach and working style which is supportive of change
- 7 The specific legislation, guidelines of good practice, charters and service standards which relate to the work being undertaken and the impact of this on the work.

Working to improve agency practice

- 8 Own role and responsibilities and from whom assistance and advice should be sought if the worker is unsure
- 9 The nature of the community justice sector and the nature, roles and functions of the principal agencies within the sector; agency structures, functions, methods of communication and decision making processes; how to monitor, analyse and evaluate implications of changes in the agency in which one works.

Working to improve individual practice

- 1 How the worker has applied the principles of equality, diversity and anti-discriminatory practice to their work
- 2 How to evaluate one's own competence and determine when further support and expertise are needed; how to inform and consult with others on problems and proposals and encourage others to offer ideas and challenge practice; the need to develop one's own competence and skills in line with changes in knowledge and practice and how the worker's area of practice is changing and the implications of this for their own skill and knowledge base.