

DUNDEE CITY COUNCIL

REPORT TO: SOCIAL WORK COMMITTEE - 18 AUGUST 2003

REPORT ON: ANNUAL REPORT OF THE TAYSIDE CRIMINAL JUSTICE PARTNERSHIP

REPORT BY: DIRECTOR OF SOCIAL WORK

REPORT NO: 540-2003

1.0 PURPOSE OF THE REPORT

This report advises members of the requirement to produce an annual report to the Scottish Executive on the progress of the Tayside Criminal Justice Partnership. It outlines the approach that has been taken to producing this first Annual Report, which is attached at Appendix 1.

2.0 RECOMMENDATIONS

It is recommended that the Social Work Committee:-

- 2.1 Notes the achievements of the Tayside Criminal Justice Partnership in its first full year of operation.
- 2.2 Approves the content of the Annual Report.

3.0 FINANCIAL IMPLICATIONS

None.

4.0 LOCAL AGENDA 21 IMPLICATIONS

The approach which is taken to the delivery of Criminal Justice Social Work Services, and reflected in the Annual Report, ensures that local needs are met locally.

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

The Strategic Plan for the delivery of Criminal Justice Social Work Services across the Tay side Partnership promotes equal access to services across the partnership. The Annual Report outlines the progress that has been made in achieving this.

6.0 MAIN TEXT

- 6.1 In May 2001, the three local authorities were invited by the Scottish Executive to submit a joint strategic plan covering service delivery for the period 2002-2005. At that time, the Scottish Executive indicated that progress against targets would be monitored through annual reports.
- 6.2 On 18 June 2001, the Social Work Committee agreed to the establishment of the Tayside Criminal Justice Partnership and, on 19 November 2001, the Committee approved the first Strategic Plan for the Partnership.
- 6.3 On 14 April 2003, Criminal Justice Partnerships were invited to prepare a first Annual Report and were provided with guidelines on how this should be structured. The annual Report is expected to form the basis of a meeting between the Scottish Executive and the Partnership over the summer months and will also form the basis of the Criminal Justice element of the Social Work Services Inspectorate's Report to the Scottish Parliament.
- 6.4 The first Annual Report has been prepared in accordance with the guidance issued by the Scottish Executive. It provides an overview of performance over the past 12 months and identifies key issues for the remaining two years.

7.0 CONSULTATION

- 7.1 The Chief Executive, Depute Chief Executive (Finance) and Depute Chief Executive (Support Services) have been consulted in the preparation of this report. In addition the Annual Report has involved consultation with a wide range of staff from across the Partnership and with some of the key stakeholders and partners in the provision of Criminal Justice Social Work services. The Annual Report was also considered and approved by the Tayside Criminal Justice Partnership Steering Group on 30 June 2003.

8.0 BACKGROUND PAPERS

- 8.1 No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing the above report, however, reference has been made to Committee Report 751 - 2001.

Alan G Baird
Director of Social Work
Date

8th August 2003



**PERTH &
KINROSS
COUNCIL**

SOCIAL WORK CRIMINAL JUSTICE SERVICES

STRATEGIC PLAN 2002 - 2005 Annual Report 2002-2003

**A PARTNERSHIP BETWEEN
ANGUS COUNCIL
DUNDEE CITY COUNCIL
PERTH & KINROSS COUNCIL**

Overview/Executive Summary

The key objectives this year have been to improve, maintain and develop core partnership services: with the opening of the DTTO scheme and the expansion of Arrest Referral as well as the establishment of the Apex Employability Service and the Partnership Development Team. East Port House and the Tay Project have also seen developments with the expansion of outreach work in EPH and the strong emphasis on partnership working with the police in the development of risk assessment in the Tay Project. We have embraced the challenge of accreditation with the development of a proposal for an accredited women's programme in conjunction with Northern Partnership and proposals to accredit aspects of the Tay Project work including the validation of Tayprep30.

In addition the Partners have been seeking to improve access to structured probation with the establishment of group work teams in Angus and Dundee and the provision of programmed work in Perth. We have also sought to improve the throughput in Community Service while managing the workload of assessment in line with local needs. Structured risk assessment is now in place across the Partnership. In the midst of moving forward on these important initiatives we have also maintained the mainstream provision, the demand for which has continued to rise.

For next year the Partnership aims to introduce a new throughcare service; expand the arrest referral scheme to provide service to women and young people not detained for court; review its accommodation strategy and rebuild the service to mentally disordered offenders. We aim also to bring as many services as possible to accreditation standard and establish an integrated approach to the assessment of quality and to monitoring and evaluation, which will be greatly assisted by the Scottish Executive's investment in the IT application for the non-aligned group. We will build on the developing partnership with the establishment of specialist working groups to identify best practice and drive forward strategic change and we are considering the possibility of a Partnership Conference. We are already in discussion with the Criminal Justice Development Centre about the use of the CJS Portal to host a Tayside CJS Partnership intranet.

The Partners will continue their work on structured casework and apply for Partnership funding to expand the service, to supplement the current provision which is in the main derived from core funding. The Partnership will continue to focus on CS/SAO to increase the use and the throughput for these orders. We will work with sentencers to focus demand for court reports and to develop further the bail information services. For risk assessment the challenge is to integrate the results of initial assessment with case management throughout the period of supervision given the recent changes in risk assessment practice locally.

These developments have brought us to a point where staff at all levels are stretched to capacity. The commitment of our staff is our most precious resource and we will continue to support them with training and development opportunities and other initiatives, especially given the national context of a shortage of social workers and social care staff which has begun to impact locally.

As the services expand however the Partnership is faced with increasing pressure on its accommodation. Dundee has been very fortunate in the development of Friarfield House and the Partnership has benefited greatly from the Scottish Executive's investment in East Port House. However the lease

on accommodation in Perth is drawing to an end and Fergus Square in Arbroath, despite recent improvements, is reaching capacity. Neither building is suitable for site accreditation. A key task for the next year is to identify suitable additional accommodation.

The remainder of this report provides feedback on progress in 2002-3 towards the objectives laid out in our Strategic Plan. Statistical data is included as an annex.

Mainstream Services

Social Enquiry Reports

Objective	Performance Indicators	Timing	Lead by	Progress
Develop a common format for preparation of Social Enquiry Reports	Annual report on performance prepared and targets for following year set.	April 2003	CJS managers and Planning staff	Partners have worked to promote consistency within each authority, underpinned by the development of a common audit format.
Agree priorities for court services	Percentage of post-custodial sentence interviews undertaken. Further indicators to be agreed from SWSI <i>Settled in Court</i> .	April 2003	CJS managers and Planning staff	Each partner has reviewed the skills mix in the court and Dundee has been able to establish a senior criminal justice assistant post. Common data collection has been established.

Community Service

Objective	Performance Indicators	Timing	Lead by	Progress
Develop a single policy for Community Service regarding: Health & Safety, training and the placement of PDOs	Training analysis undertaken and action plan in place. Policies agreed and implemented	May 2003	CJS Practice Development Group	Pilot training in Scottish standard safety course "Managing Safely" Discussion of core training programme for CS staff including offence/harm risk assessment

Probation

Objectives	Performance indicators	Timing	Lead by	Progress
To provide programme- based probation in line with principles of "What Works"	Number of programmes prepared for accreditation % of probation clients completing	April 2003	CJS Managers and Planning staff	Structured probation group work available across the Partnership and to all residents of East Port House
To develop a single risk/needs assessment approach	Single model agreed and implemented with appropriate data collection	Nov 2002	CJS Managers and Planning	Structured needs/risk assessment is in place. Initial moves to integrate it with case management.

			staff	
--	--	--	-------	--

Supervised Attendance Orders

Objectives	Performance Indicators	Timing	Lead by	Progress
Devise/implement monitoring for use of SAO/custody for fine defaulters.	Number of fine defaulters sent to prison	April 2004	CJS Managers and Planners	On-going We are currently using intensity measures similar to those for CS for SAO

Diversion

Objectives	Performance Indicators	Timing	Lead by	Progress
Extend Arrest Referral Scheme to all areas	Number of referrals in each area	April 2003	CJS Manager/NC H	Achieved: Workers in place in each area - c900 referrals pa c56% of those detained for Court.
Diversion Schemes implemented in all areas	Number of referrals in each area	April 2003	CJS Managers	Achieved

Throughcare

Objectives	Performance Indicators	Timing	Lead by	Progress
Maximise take up of voluntary throughcare by women offenders, substance misusing offenders, sex offenders and young offenders	Numerical targets to be considered as a means of expanding the service from a relatively low baseline.	2002-2005	CJS Managers and Planning staff	The low levels of funding for throughcare and the provision of related services have made it difficult to take a more-proactive response and much of the focus in 2002/3 was concentrated on planning a new Throughcare Service

Prison Social Work

Objective	Performance Indicators	Timing	Lead by	Progress
To share best practice between the 3 prison social work units	Audit of practice Common approach to risk assessment	October 2003	Prison Social Work Managers	Work is ongoing to develop the social work service to the Open Estate now that Castle Huntly and Noranside are working as one prison

	Risk assessment undertaken on all parole reports on potentially dangerous offenders			<p>Risk assessment is now undertaken on all prisoners in the Open Estate and on prisoners approach release on licence or order from HMP Perth.</p> <p>The introduction of the new lifer tribunals has had significant impact on the focus for prison social work.</p>
To respond to the extension of tendering for provision of prison social work to Angus and Perth & Kinross	Partnership policy agreed	As required but prior to October 2002	CJS Management	Awaiting progress of SPS contracting

Public Protection and Community Safety

Risk assessment and risk management

Objective	Performance Indicators	Timing	Lead by	Progress
Adopt single needs and risk assessment tool	Systems in place supported by IT	Nov 2002	Service Managers	Structured risk/needs assessment is in place across the Partnership

High risk offenders and sex offenders

Objective	Performance Indicators	Timing	Lead by	Progress
Design/implement a programme for sex offenders in denial of their offending	Programme manual and worker guidance published	Dec 2002	Tay Project Leader and Partnership Managers	Programme designed, pilot implemented reviewed and evaluated Sept 2002. Currently being run on an individual basis with 4 clients and manual being improved
Build on existing training/ knowledge in Criminal Justice Social Work and increase knowledge of other Social Work services	Training manuals published	Dec 2002	As above	7 modules/ manuals written up and delivered twice: CJS staff, health, police, child protection, community care
Training to/collaborate with partner agencies	Basic training programmes offered	Ongoing		
	Seminars delivered according to training needs	Ongoing		Training for police across Scotland on TayPrep30 completed from Feb-June 2003.
Re-establish service to mentally disordered offenders.	Service specified	March 2003	Perth LA	Achieved
	Vacancy filled at Murray Royal			

Social Inclusion

Objective	Performance Indicators	Timing	Lead by	Progress
Increase the employment opportunities for residents at East Port	Demonstrate links to employment agencies including the new employability project and	Immediate priority	East Port House Managers	Strong links with Fairbridge (vol org. working with young people who are socially excluded). Links can be further developed. Staff

House	"New Deal"			allocated tasks to move this objective forward.
Promote social inclusion for residents at East Port House	No of residents securing suitable housing within twelve months Follow up support to all appropriate former residents	April 2005 Ongoing	As above	EPH now has one flat for ex residents. This is joint venture with Gowrie Housing. Protocols etc. in place. Plan to expand service if successful
Establish an Employability scheme across the Partnership.	Workers in each area	April 2003	Service Managers	Achieved: contracted from APEX Partnership involvement in local Employment Network under Scottish Framework
Respond to developments arising from the Accommodation Review and Consultation Document	Action Plan devised and implemented	April 2003	CJS Partnership Devt Team	Awaiting final guidance on the results of the Consultation. In the meantime: move-on flats in Perth and resource at Anchor House have been opened; discussions in Dundee with SACRO about the management of similar resource and work in Angus to identify local resources.

Drug misusing offenders and those suffering from alcohol abuse

Objective	Performance Indicator	Timing	Lead By	Progress
Establish arrest referral across the Partnership	Workers in place Take up opportunities	April 2003	Service Managers	Achieved
Assessment for alcohol misuse for SERs	Implementation and use of assessment	April 2003	Service Managers	Chrysto inventory for drug and alcohol misuse in place in Dundee; under consideration in Angus
Improve structured intervention for drug/alcohol misusing offenders	Availability of resources % of suitable clients accessing programme	May 2004	Service Managers	Alcohol Abuse Programme established in Angus with Drugs/Alcohol Team Grampian Drug Pack assessment for drug misusers run in Dundee 10 session group work for substance misusers Programme available in Perth and Kinross
The extension of Drug	Workers in place	March	Service	Achieved

Treatment and Testing Order to Tayside Courts	Take up opportunities	2003	Managers	
Provide throughcare drug services in SPS	SPS acceptance of the bid Implementation of the service	April 2002	Service Managers	Unsuccessful

Women and ethnic minority offenders

Objective	Performance Indicators	Timing	Lead by	Progress
Develop women's group work programme	Programme established and piloted	April 2004	Groupwork SSW/ Champion's Group Rep	Outline submitted to SE June 2004 jointly with Northern Partnership
Address the specific needs of women under supervision	Individual placements for women Women only team in CS and SAO Prioritisation of women offenders for post sentence interviews and voluntary aftercare	April 2004	Partnership Devt Team Relevant SSWs	Work is underway across the Partnership to identify more individual placements Women only groups in Dundee; special light duties resources in Perth to allow women - incl pregnant women/nursing mothers on CS
Criminal justice staff will all undertake training in race and cultural issues	Numbers trained	April 2005	Service Managers	On-going
Increase collaboration with Victim Support Scotland regarding minority ethnic groups.		April 2005	Service Managers	New post established in Dundee with special responsibility for minority ethnic community
Information regarding CJS will be made available to minority ethnic communities	Number of presentations	April 2005	SSWs	Contact with faith groups re CS placements Angus CS is now a part of the SAFE Angus Initiative: Fast Response service to deal with graffiti
Collaboration with "Action Teams for Jobs" to prioritise employment		April 2005	Service Managers	Not yet achieved

opportunities for offenders from minority ethnic groups				
---	--	--	--	--

Young offenders

Objective	Performance Indicators	Timing	Lead by	Progress
Consult with those involved in the youth Offending Strategies in the Partnership Local Authorities to develop a strategic approach in keeping with local need.	Overall levels of youth offending	April 2005	Service Managers	<p>Angus: Young Person's Offending Behaviour Programme runs in conjunction with the Youth Offending Team.</p> <p>Dundee has seconded a CJS worker to the CHOICE Project dealing with young offenders. NCH in Dundee: piloted Think First: accredited programme for young people. Run once with 8 offenders.</p> <p>Perth: SACRO is running Personal Change Programmes for young offenders.</p> <p>Involvement across the Partnership in Audit Scotland audit of services to young offenders,</p>

Bail information and supervision

Objective	Performance Indicators	Timing	Lead by	Progress
Establish bail information/supervision across the Partnership to meet local needs and address SE priorities	<p>Provision of service</p> <p>No of referrals</p>	April 2003	Partnership Management Group	<p>Residential Bail Supervision is available and widely used across the Partnership through EPH.</p> <p>Bail Information and Supervision is available in Angus;</p> <p>Bail Information is available in Dundee</p> <p>A member of staff has been identified in Perth to provide the service, her next task is to implement the Bail Information/Supervision service.</p>

Effective Practice

Service Delivery

Objective	Performance Indicators	Timing	Lead by	Progress
Provide probation informed by principles of What Works	Establishment of appropriate structures Numbers subject to group work	April 2004	Service Managers	Probation Group work available across the Partnership Dundee Groupwork team working with EPH to develop programmes
Enhance information available to managers and workers to evaluate practice	Mentoring systems Audit Scotland PIs Audit formats and reports on database Targeting and offender profile information	Available by April 2003	Partnership Devt Team	A wide range of data is available and the Partnership Devt team has embarked on the development of an information strategy There has been a small-scale throughcare audit and a common SER audit is under discussion.
Build on IT systems to enhance data availability	The collation of risk and need information evaluation measures Staff use	April 2005	Partnership Devt Team	All staff in Angus embarking on ECDL training IT surveys undertaken in Perth and Dundee Summary risk/needs info available in Dundee; new systems being specified in Perth and Angus

Accreditation

Objective	Performance Indicators	Timing	Lead by	Progress
Develop women offenders' programme for accreditation	Proposal submitted and agreed with SE and submitted for accreditation	March 2003 April 2004	Dundee Group Work Senior Champions Group Rep	Proposal submitted jointly with Northern Partnership
Achieve accreditation for existing Tay Project programmes	Manuals prepared following Scottish Executive guidelines	2002-2003	Tay Project Manager	Proposal being drafted in collaboration with the Northern Partnership and Dumfries and Galloway Council to take Induction programme to accreditation. To be followed by the Key Programme for sex offenders with

				a learning disability. Proposal submitted for validation of Tayprep 30.
--	--	--	--	--

Quality Assurance systems

Objective	Performance Indicators	Timing	Lead by	Progress
Establish a quality assurance system for the Partnership (first line performance measures)	Audit and reporting cycles established	April 2003	Service Managers	Small scale throughcare audit implement Common SER audit under development Probation audit undertaken in Dundee Involvement across the Partnership in audit of services to young offenders for Audit Scotland.
Promote the process of change to improve the overall culture of the organisation	Staff at all levels will be involved Use of information technology Audit cycles and reports with action plans provided on areas of core business	April 2005	Partnership Management Team	Cross section of staff involved in review of strategic plan Various small systems: e.g. Court diaries. Mini audit of throughcare undertaken. Draft SER audit under discussion
Commit all of its operations to the pursuit of quality	Devise/implement planned Best Value Reviews Audits of practice and performance Dev/deliver In-house training External training as required	April 2005	Partnership Management Team	New legislation has been produced to guide Best Value. Initial discussions of audit cycle Evaluation part of proposed core training
Integrate quality and effectiveness into all aspects of operations	Communicating planning objectives to all staff Develop a action plan Investigating skills mix Develop a training strategy for the Partnership Assess impact of changes/ undertake any remedial work	April 2005	Partnership Management Team	Action plan for implementing Strategic Vision in place. Agreement to review all vacancies Core Training Strategy

Monitoring and Evaluation Measures

Objective	Performance Indicator	Timing	Lead by	Progress
Develop IT infrastructure to underpin QA	Progress of the bid to Scottish Executive to improve IT systems	April 2005	Service Managers	Involvement in the development of the specification for the unaligned group.
Presentation of weekly and monthly data	Regular availability	April 2005	Partnership Devt Team	Initial review of data underway
Develop monitoring systems for evaluation for accreditation purposes	Risk and needs- for targeting Service provision NOS adherence	April 2005	Partnership Devt Team	Review of Tay Project and EPH data collection. Early discussion of place of evaluation for groupwork teams in Angus and Dundee Databases for DTTO, Arrest Referral
Use of existing/ commissioned research to aid decision making	Access to research by staff	April 2005	Partnership Devt Team	CJ Library in Dundee under supervision of Library Service: development of Thesaurus Discussion of Partnership Intranet which will include Library catalogue
Collaborate with other groupings/Link with academic institutions and other research organisations	Access to research by staff	April 2005	Partnership Devt Team	IT Survey in Dundee included use of CJS Portal, Research Matters etc. Work with Abertay University on material for risk assessment. Early discussion with Families Outside on the needs of prisoners' families. Collaboration with Abertay University and the local Health Trusts to host an international conference on Risk Assessment
Develop in-house evaluation expertise as a priority	No of staff trained	April 2004	Partnership Devt Team	Evaluation is part of the core training programme

Compliance with National Standards

Objectives	Performance indicators	Timing	Lead by	Progress
Monitor Audit Scotland KPIs	Progress in achieving KPIs	April 2005	Service Managers	Annual monitoring in place - the Partnership is reviewing the information submitted to Management meetings

Establish additional audited PIs	% SERs with a risk assessment Probation Orders terminated early on the grounds of good progress CS intensity SAO intensity.	April 2005	Partnership Devt Team	We are reviewing the information submitted to the Partnership management - over and above what is required by each council reporting systems.
----------------------------------	--	------------	-----------------------	---

Delivery Mechanisms

Staff levels and structures

Each of the three councils has staff with sufficient skills in place for the delivery of an effective criminal justice service. Issues remain as to the workload of staff especially the spans of responsibility for senior social workers. However there is evidence of the impact of the national shortage of workers with vacancies in Angus for instance have to be advertised two or three times and difficulties recruiting staff to DTTO. The Partnership has decided that each vacancy that arises will be reviewed.

Staff Training/Development Needs

Objectives	Performance indicators	Timing	Lead by	Progress
Form a training consortium with Fife and Central	Ability of Consortium to deliver Best Value training	April 2004	Heads of Service	Achieved
An integrated training approach, in accordance with Best Value principles.	No of training/development days available for staff	April 2005	Partnership Devt Manager Service Managers	Draft proposals for core training for all CJS staff covering CJS specific material; general social work and other LA issues to be covered by each LA

Use of Information Technology

Objectives	Performance indicators	Timing	Lead by	Progress
Use IT to support management decision making, evaluation of services and the adding of value to activities.	IT survey regarding staff/managers willingness to use systems	April 2005	Partnership Management Team Partnership Devt Team	Angus implementing OLM Dundee continuing involvement in unaligned group P&K currently specifying a system jointly with other LA social work services IT mentoring of reviews; electronic court diary; moves toward paperless systems: case notes in Angus/Perth on network; DTTO using electronic filing; use of intranets/public drives.

Progress ICJIS	ICJIS Action Plan milestones	April 2005	Heads of Service	Work on IT security is on-going in Angus Perth has completed the security documents and ordered the secure line, although it has not yet been installed. Service level agreement developed between Dundee City and SCRO
Devise and implement an IT strategy for the Partnership	ISCJIS compliance Consistent measurement Strategy in place	April 2004	Principal CJS Planning Officer	We have begun the development of an information strategy based in best practice

Progress on achievement of key principles for the grouping

Structural Arrangements including financial, operational and staffing structures

Partnership Steering Group: 3 Chief Officers; 3 elected members and 3 Heads of Service for Criminal Justice oversee the Partnership

Partnership Management Team: three Heads of Service and Service Managers, Partnership Development Manager and the Finance Manager for the host authority, meets regularly to develop, implement and monitor the Partnership's work and oversee other strategic issues.

The Finance Group (with representation from all the Partner authorities) meets regularly to oversee the budget. Budgets are presented to each Steering Group Meeting and to the Partnership Management Meeting quarterly.

The Partnership Development Team lead by the Partnership Development Manager and including the planning, research and IT staff from the partner criminal justice services provides a wide ranging development service.

Arrangements for distribution of financial resources

Until 2005 the budget for services that existed prior to April 2003, will be disbursed according to the same percentages that existed prior to the establishment of the Partnership. The budget for new services will be distributed according to need.

Non-core support programmes

Tay Project and East Port House, DTT0, Arrest Referral and the Employability scheme are available across the Partnership.

Engagement with voluntary sector partners and other agencies

NCH and APEX provide services across the Partnership. They and SACRO were involved in the review of the strategic plan. The prison governor from Perth, the Sheriffs and the Police were also involved and this group has agreed to meet on a 6 monthly basis. The Procurator Fiscal's representative and

Health colleagues were also invited but were unable to attend. The Police continue as a key partner in risk assessment and management across the Partnership. They are also closely involved in the Arrest Referral Scheme. The proposed Throughcare Network promotes engagement with other agencies: the Network includes SPS, Police, Housing representatives, SCVO/Benefits Agency who run a Progress2Work Linkup Pilot in Tayside and representation from the DATs. Health colleagues are also involved in the Throughcare work with the Tayside Medical Advisor involved in the development of the housing protocol.

Development of Performance Indicators and Management Information

In January 2003 the Partnership Development manager was recruited. The Partnership has embarked on a review of its data systems to ensure that information on needs, processes and outcomes is available on a regular basis.

Best Value

We planned to consider the merits of undertaking future Best Value reviews of criminal justice services across all three authorities. Our approach will now have to integrate with local proposals in line with the new legislative requirements on Councils for Best Value.

Progress in being able to measure and evaluate outcomes

Substantial amounts of data are available on process and output. The integration of risk assessment into casework will allow us to use changes in dynamic risk at review stage(s), as an outcome. We have also established a small pilot in East Port House to assess Crime-pics as an approach to changes in attitude. We await the outcome of the bidding process for the unaligned group to produce a system which will be invaluable in the development of our IT structure.

