

DUNDEE CITY COUNCIL

REPORT TO: Social Work Committee - 23 August 2004

REPORT ON: Review Of The Criminal Justice Strategic Plan

REPORT BY: The Director of Social Work

REPORT NO: 540 - 2004

1.0 PURPOSE OF THE REPORT

1.1 This report brings to the Committee's attention to the results of the annual review of the strategic plan and the Scottish Executive's requirements for a further one year's plan for 2005/6.

2.0 RECOMMENDATIONS

It is recommended that the Committee:

- 2.1 Approve the results of the Review
- 2.2 Note the requirement for a further one-year's proposals

3.0 FINANCIAL IMPLICATIONS

3.1 There are no financial implications arising directly from this report.

4.0 LOCAL AGENDA 21 IMPLICATIONS

4.1 None

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

5.1 None

6.0 MAIN TEXT

6.1 Dundee City Council Social Work Department provides its criminal justice social work service in partnership with Angus Council and Perth and Kinross Council as the Tayside Criminal Justice Partnership. The work of the Tayside Criminal Justice Partnership (Committee Report No 398-2001) has been guided over the last two years by a three-year strategic plan covering the period 2002-2005. Each year the Scottish Executive requires a review of progress to date. The review for 2003/4 is attached. This document was agreed by the Partnership Steering Group at its meeting on 14 July 2004. Because of the uncertainty surrounding the long-term future organisation of criminal justice services the Scottish Executive has asked for a one-year roll forward for the period 2005/6. This will be presented in due course.

6.2 Although the Partnership has achieved many of its objectives, including the establishment of the Throughcare Team, progress in the provision of Drug Treatment and Testing Orders Scheme (DTTO) and securing the future for Arrest Referral, we have not been able to expand either the Drug Treatment and Testing Order Scheme or the Arrest Referral scheme to meet the full needs of the Partnership because of Scottish Executive constraints on funding.

6.3 Work demands have continued at a high level but the attainment of key performance indicators especially the submission of reports to Court to the correct time-scales has been sustained

7.0 CONSULTATION

7.1 This report has been the subject of consultation with the Chief Executive, the Depute Chief Executive (Support Services) and the Depute Chief Executive (Finance).

8.0 BACKGROUND PAPERS

None.

Alan G Baird
Director of Social Work

Date: 12 August 2004



PERTH &
KINROSS
COUNCIL

SOCIAL WORK CRIMINAL JUSTICE SERVICES

STRATEGIC PLAN 2002 - 2005 Annual Report 2003-2004

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

Draft June 2004

Tayside CJs Partnership

Annual Report 2003-4 and issues for 2004-5

Executive Summary/Overview

In 2003/4 the Partnership introduced a new throughcare service; proposed the expansion the arrest referral scheme to provide service to women and young people not detained for court, but was not able to achieve this; embarked on the review its accommodation strategy and has managed to rebuild the service to mentally disordered offenders. In this work we have built and strengthened our partnerships with the SPS, colleagues in voluntary sector and in Health. We have taken up the challenge of accreditation with involvement with the Northern Partnership in the development of a programme for women, the submission of the Tay Project 1-1 programme and lengthy discussion with the Executive about the accreditation of the Tay Project Risk Assessment mechanism. However we remain concerned about the burden placed on services by the process of accreditation. We had hoped that developments of the non-aligned IT group would have aided our work by supporting the evaluation of projects however this initiative has been frozen so each part of the Partnership has taken a separate approach to its IT systems. We have however where possible enhanced our capacity to monitor and evaluate through the use of Crime-pics and psychometric testing.

We have strengthened our partnership with the establishment of specialist groups to identify best practice and drive forward strategic change and we are considering the possibility of a Partnership Conference for 2005/6. The Partnership is now linked by a web-site available across our main offices hosted by the CJS Development Centre: next year we aim to achieve access by the Prison social work staff. For 2003/4 we have divided the Partnership budget under an historical formula however next year we will review that arrangement with a view to the development of a Partnership approach to the distribution of funds. Accommodation remains an issue: Perth and Angus have had to identify additional/new accommodation with inevitable demands on the budget.

The Partners have increased the availability of structured casework resources though operational demands have forced the demise of the Dundee Group Work team for general offending although the Change Programme is still being provided in house. Dundee is now in discussion with NHC about closer working with the voluntary organisation for the provision of groupwork, the Partnership still intends to seek additional non-core funding for the provision of structured probation groupwork. The Partnership is also piloting an extended assessment period for probation with a view to increasing the success rate of the order. The Partnership has focused on CS/SAO to increase the use and the throughput for these orders, with some limited success through the introduction of evening working however more needs to be done. We will continue to work with sentencers to focus demand for court reports and to expand the bail information services. For risk assessment the challenge has been to integrate the results of initial assessment with case management throughout the period of supervision; much progress has been made here though we must still work on the use of needs information for future planning.

The Partnership was already at the point where staff were 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 including piloting the Scottish Progression Award for Community Service Supervisors. The local impact of the national shortage of social workers has placed increasing strain on staff at a time of continued growth in demand

Next year we will establish the new aftercare service and build on the research to establish a user-focused service for the families of long-term prisoners. We will have a strong emphasis on social inclusion issues, partly in the light of research into the importance of social context in probation work. We will see the development of dedicated placements to give offenders real experience in work and the establishment of literacy projects across the Partnership. Recent statistics on learning disability suggested that Dundee has a particular issue in this area and we will investigate this. We will also seek to pilot deferred sentences, SAO as a direct disposal and Community Reparation Orders.

2004/5 will see the implementation of new IT systems in Perth and Angus which will support the process of evaluation and monitoring. We must will finally move out of our accommodation at

Whitefriars in Perth and open an additional office in Arbroath. We must also find additional facilities in rural Perthshire. A key event of 2004/5 will be the SWSI Inspection of the Partnership.

Mainstream Services

Social Enquiry Reports - aim: to work with sentencers to focus assessments

Objective	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
Develop a common format for preparation of Social Enquiry Reports	SER audit returns	December 2004	CJS managers and Planning staff	In 2004/5 we will review the SER audit mechanism with a view to establishing best practice across the Partnership	
Targeting of assessment		April 2004	Service Managers	On-going discussion with Sheriffs to focus the requests for SERs. There has been a marginal reduction in the number of requests across the Partnership.	Objective to be rolled forward to 2004/5
SER Audit	Audit available and in use across the Partnership	April 2004	Planning Team		Achieved April 2004
Review Court services databases		April 2004	Planning Team	The introduction of the new IT systems across the Partnership will address the needs of the Court workers. Secure location for IT equipment is necessary in each Court for this to work.	Objective changed January 2004
Pilot remand report writer post based in HMP Perth to write reports on remand prisoners	Reduced number of nil reports due to too short time scales Improved relations with HMP Perth	March 2004	Partnership Devt Manger/ Senior social worker Perth Prison	Post was successfully piloted and is awaiting evaluation	Achieved April 2004

New For 2004/5

Contribute to the Scottish Executive project on Information to Sentencers	Provision of up-to-date information on services available to sheriffs across the Partnership	July 2004	Planning Team	Awaiting launch date for Sheriffs	Achieved April 2004
Training delivered to all SER writers on DTTO/Substance Misuse assessment	No of SER writers trained	June 2004	DTTO Manager	Training undertaken with staff in Angus	

Community Service - aim: to increase the use and throughput of the Order

Objective	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
Develop single policy for CS re: Health & Safety,	Training analysis undertaken and action plan in place.	May 2003	CJS Practice Development	We have developed a core training matrix for CS staff and Dundee is to pilot Scottish	Objective changed

training and the placement of PDOs	Policies agreed and implemented		Group	Progression Award for CS Supervisors.	April 2004
Dev KPIs for waiting lists, throughput and length of time to deal with breaches		Dec 2003	Planning Team CS Specialist Group	Awaiting full team membership in Planning Team – programme to be rolled over to 2004/05	
Measure effectiveness of pro-social modelling within CS	Dev effective skills monitoring	April 2004	Cs Specialist Group	Awaiting full team membership in Planning Team - proposal to be rolled forward to 2004/5	
Improve throughput in CS	Improve intensity	April 2005	CS Specialist Group	Ave hours worked KPI results 2003/4 Angus: 2.48, Dundee: 3.16, Perth: 2.5	
Establish Specialist Group to focus partnership working	Identification of potential areas of co-operative working	October 2003	CS Seniors		Achieved Jan 2004

New for 2004/5

Pilot Community Reparation Orders	Pilot established Number of orders	December 2004	Service Manager Dundee		
Pilot Scottish Progression Award for CS Supervisors	Numbers starting award Numbers completing award	April 2005	CS Senior Dundee		

Probation: aim - to further develop structured casework and improve assessment processes

Objectives	Performance indicators	Timing	Lead by	Progress 2003/4	Conclusion
To provide programme-based probation in line with principles of "What Works"	Number of programmes prepared for accreditation % of probation clients completing	On-going objective for the whole strategic plan	CJS Managers and Planning staff	Structured probation work available to all probation clients in Angus with new programmes planned on anger management and victim appreciation Offence specific group work available in Perth for drink driving. For 2004/5 Perth will establish a structured approach for all clients. Dundee has restructured its groupwork provision to deliver domestic violence group work in-house and for NCH to provide a wide range of other programmes. Advanced discussion re COVAID pilot	
Est mechanism for		April 2004	Probation	All monitoring and evaluation systems have	Achieved

evaluations of outcomes throughout Partnership			Seniors/Planning Team	been reviewed to emphasise outcome/output measures Crimepics piloted in East Port. Psychometric test scores for Tay Project. Use of ASI-S structured assessment tool in DTTO. Crimepics used start and end of order for all probation clients in Angus and Dundee. Perth to use CrimePics for cognitive element of any probation programme together with LSI-R	June 2004
Partnership bid for Structured Probation		Dec 2003	Service Managers/ P'ship Devt Mgr	Rolled forward to 2004/5	
Dev pre-accreditation assessment		Dec 2003	P'ship Devt Mgr	Rolled forward to 2004/5	
Establish specialist group to be the focus of partnership working		October 2003	Probation Seniors		Achieved Feb 2004

New for 2004/5

Develop structured deferred sentence provision as alternative to low tariff probation	Proposal submitted Service established Take up of service	April 2005	Angus Council Service Manager	Bid submitted	
Pilot extended assessment period to improve success on probation	Pilot established in Dundee and evaluated Structured assessment in place in Perth	April 2005	Service Manager Dundee		
Investigate Electronic Monitoring conditions as a stabilising factor in Probation	Comparison of Probation with Rolo and Probation orders – time to breach	September 2004	Planning Team		

Supervised Attendance Orders - aim: to increase the use and throughput of the Order

Objectives	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
Devise/implement	Number of fine defaulters sent to	April 2004	CJS Managers	On-going: We are currently using intensity	

monitoring re use of SAO/custody for fine defaulters.	prison		and Planners-	measures similar to those for CS for SAO. It is providing problematic to access the info.	
Investigate IT support for reviews of SAO		Dec 2003	SAO Seniors	IT support for SAO will be considered as part of the introduction of the new systems	Objective changed Jan 2004
Improve throughput in SAO	Improve intensity rates	April 2005	SAO specialist group – Nan Thomson	Dundee has the lowest breach rate of all the APEX projects - poss because of the use of placements in addition to the absence of a waiting list. Perth is examining the possibility of using Perth College to provide individual packages Angus developing a life-skills group for SAO (target August 2004) and seeking to increase % of individual placements.	
Establish SAO specialist group to be the focus of partnership working		October 2003	SAO workers		Achieved March 2004

New for 2004/5

Investigate implications of SAO as a direct disposals		April 2005	SAO specialist Group		
Pilot programme for SAO as a direct disposal	Partnership working between Perth and Perth College	April 2005	Service Manager Perth	Bid under development	
Investigate the connection: breaches and types of work.	Individual placement V groups – comparison of breach rates	April 2005	Planning Team		

Diversion - aim: to maintain Diversion and expand arrest referral

Objectives	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
Review Data Collection for diversion		April 2004	Planning Team/Diversion Seniors	Diversion will be integrated into the new IT systems	Objective rolled forward to 2004/5
Expand Arrest Referral scheme to provide 365 cover & service to	Numbers taking up offer of service	November 2003	Partnership Development Manager/NCH	SE funding application unsuccessful. Funds are sufficient to provide 365-day service across the Partnership with no expansion into other client	Objective reduced to provision of

vulnerable groups not detained				groups.	365 day service
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Throughcare - aim: the establish and develop the new expanded service

Objectives	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
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/ Jill Lewis	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	Objective overtaken by new Throughcare proposals
Establish new throughcare service		April 2004	Throughcare Service Manager/throughcare Specialist Group	Staff in place across the partnership Throughcare Outreach service established Research into the needs of families in progress Throughcare Network with SPS working Prioritisation of throughcare cases	Achieved

New for 2004/5

Expand new throughcare service	Specification of service for families of LTPs Establish links to employment, accommodation and other social inclusion services	April 2005	Throughcare Service Manager/throughcare Specialist Group	Literature review completed. Survey including telephone interviews and focus groups to establish local need	
Establish new aftercare service	Number of short-term prisoners tacking up the offer of service	April 2005	Throughcare Service Manager/throughcare Network	Initial discussion with HMP Perth and HMYOI Polmont about identifying Tayside prisoners who have shown motivation to address problems.	

Prison Social Work - aim: to share best practice across the Prison estate

Objective	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
Dev information exchange between prison/community social workers	Access to Partnership intranet Attendance at multi-agency training	April 2004	Prison seniors/ Planning Team	Regular meetings between prison social work seniors.	

New for 2004/5

Develop co-ordination between Noranside and Castle Huntly		April 2005	Service Managers Angus and Perth	Castle Huntly and Noranside are now working as a single unit. Initial discussion about strategic approach to the management of the open Estate	
Respond to significant increase in places at Castle Huntly		December 2004	Prison SSW/Service Managers	Initial negotiations on the provision of social work staff	

Public Protection and Community Safety

Risk assessment and risk management:: aim - to improve risk assessment and risk management

Objective	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
Integrate risk assessment into case management	Audit results	April 2004	Service Managers	Risk assessment integrated fully in Angus and Dundee. Work on-going in Perth to embed LSI-R in a case management framework.	
Integrate info from risk assessment into planning		April 2005	Planning Team	Risk assessment will be supported in Perth by Anite and in Angus by OLM: the active collection and analysis of the data will allow risk assessment info to be included in the planning process	
Reinforce recommendations on CJS role in Child Protection	Cross checking systems in place	September 2004	Service Managers	Draft proposals in place Dundee; Getting Our Priorities Right procedures in place in Angus. New requirements taken into account in new IT systems in Angus and Perth All parents placed on DTTO are subject Assessment	

New for 2004/5

Develop specific risk assessment for domestic violence perpetrators	Number of staff trained Number of assessments completed	September 2004	Service Managers	A group of Dundee staff have been trained in SARA (Spousal Abuse Risk Assessment)	
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High risk offenders and sex offenders: aim - to improve the assessment and management of high risk offenders

Objective	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
Build on existing training/ knowledge in CJ Social Work and increase knowledge of other Social Work services	Tay Project Basic training programmes offered Seminars delivered according to training needs	Ongoing Ongoing	Tay Project	Training for police across Scotland on TayPrep30 completed from Feb-June 2003.	Achieved
Training to/collaborate with partner agencies					
Est evaluation mechanisms for Forensic Social Worker at Murray Royal		Sept 2004	Head of Service Perth/Planning Team	Initial discussion about integration of work and development of monitoring system. Work delayed due to staff vacancy to be continued to next year (2004-5)	

Review Tay Project Database/Data collection		Dec 2004	Tay Project Team Leader/Planning Team/	Identified a list of psychometric tests to assess changed attitudes, which are applied at the start and the end of the Tay Project involvement. Developing systems to support what can be an onerous evaluative effort	
Design new individual and group work programme for Relapse Prevention from recent research re effective working in this area.	Programme manual and worker guidance published	Autumn 2004	Tay Project Leader and Partnership Managers	Progress on-going likely completion date December 2004	
Design new individual programme re internet pornography offenders with Dr David Briggs.	Programme manual and worker guidance published	Spring 2004	Tay Project Leader and Partnership Managers	Work delayed - likely completion date December 2004	
To prepare a submission for accreditation for the 1-to-1 programme	Programme submission	June 2004	Tay Project Leader	Programme submitted	Achieved

New for 2004/5

Improve employability prospects for high risk offenders	Confidence building measures with potential employees/placement providers Risk Assessment mechanism Numbers appropriately placed	April 2005	Employability Team Leader		
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Social Inclusion: aim - to increase the opportunities for offenders and ex-offenders to access services especially employability services

Objective	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
Increase the employment opportunities for residents at East Port House (EPH)	Links to employment agencies including the new employability project and "New Deal"	April 2005	East Port House Managers	Links can be further developed. Staff allocated tasks to move this objective forward. 2003/4 EPH residents have access to Employability Project, which saw 51% of those completing the programme moving on to positive outcomes.	
Promote social inclusion for residents at East Port	No of residents securing suitable housing within twelve months	April 2005	East Port House	EPH now has one flat for ex residents. This is joint venture with Gowrie Housing. Protocols etc. in	

House	Follow-up support to all appropriate former residents	Ongoing	Managers	place. Plan to expand service if successful In 2003/4 6 EPH residents moved into stable accommodation suitable to their needs.	
Est outcome monitoring for EPH		Dec 2003	Planning Team/EPH	Follow-up system proposed for ex-residents - roll forward to 2004/5 Initial discussion with Abertay University about the development of formal post-residence evaluation	
Review East Port House database to include Crimepics, social inclusion issues	Nos taking part of Fairbridge Project activities	Dec 2004	Planning Team SN /EPH	Crime-pics pilot completed: 43% of residents showed a positive change in attitude.	Achieved
Structured plan for outreach work to be drawn up and implemented in EPH.	Plan in place Numbers taking up service	Dec 2003	EPH Manager	Plan in place Nov 2003 6 people have begun with the service and 3 have successfully gone on to hold their tenancies without support, 3 still involved with service.	
Review Accommodation Strategy for Partnership	Develop existing protocols with local housing providers to access accommodation for ex residents.	Dec 2003	Heads of Service	New post established with strategic responsibility for accommodation across the Partnership. The new post will begin to have an impact once supporting structure is in place - objective rolled forward to 2004-5	
DTTO to est clinics in outlying areas of Angus		Sept 2003	DTTO team		Achieved Sept 2003
Development of travel voucher system to improve client retention in treatment in DTTO		Dec 2003	DTTO team		Achieved
Dev healthy lifestyles group for DTTO clients	Programme in place Numbers through programme Impact on success of DTTO	April 2005	DTTO Manager	Five-week rolling programme developed. To be piloted in 2004/5	

New for 2004/5

Investigate any services that will allow increased access for people with disabilities to the services of CJS	Availability of communication mechanism Results of access audit	April 2005	Planning Team/Support Teams		
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Establish disability awareness training incl deaf awareness for reception staff across the Partnership	Numbers of staff trained	April 2005	Partnership Devt Manager		
Establish literacy projects across the Partnership tapping into ring-fenced funding for this issues	Schemes in place across the Partnership Numbers of staff trained as Spotters and Referrers	Feb 2005	Seniors/ Planning Team	Literacy Scheme established in Angus Information sessions in Dundee for CS clients Investigation of Spotter training for CS/SAO staff in Dundee APEX Employability staff all trained as Spotters	
Further develop employability scheme - Work with mainstream providers/employers to have ring fenced places available for our clients	Increase conversion rate from 55% to 65%	April 2005	APEX Team Leader	2003/4 Employability Project saw 51% of those completing the programme had moved onto positive outcomes. There have been initial discussion with likely providers of ring fenced placements and various confidence building activities	
Review potential issues in CJS relating to offenders with learning disabilities	Survey levels of need	April 2005	Partnership Devt Manager		
Establish links between Links Centres/Social Inclusion officers in the Open Estate and in Perth Prison with a view to access employability services for short-term prisoners.		September 2004	Throughcare Network/Partnership Devt Manager	Early discussion between Apex Employability Team Leader and Regimes Manager at HMP Perth. Bid submitted to Dundee Council for access to funds for women prisoners to address barriers to employment	
Pilot programme with Dundee College and the Zone to address barriers to employability through access to Further Education	Pilot group of 12 Aim at 2 groups pa	September 2004	Apex Employability Team Leader	Pilot group scheduled	

Drug misusing offenders and those suffering from alcohol abuse: aim - to improve services for substance misusing offenders

Objective	Performance Indicator	Timing	Lead By	Progress 2003/4	Conclusion
Expand Arrest Referral scheme	Achieve 365 day cover	Dec 2003	Service Managers	Agreed budget with NCH and outline of service to include 0.5 additional posts to provide full-time cover in Dundee	
Assessment for alcohol misuse for SERs	Implementation and use of assessment	April 2003	Service Managers	Spring 2003 Chrysto inventory for drug and alcohol misuse in place in Dundee; under consideration in Angus Objective to be rolled forward to 2004/5	
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	Achieved
Dev assessment mechanisms for DTTO	Standardised assessment and intervention tooling including : Utilisation of Parental Drug Use Use of ASI-S as global needs and rating assessment tool on all clients subject to DTTO order	Sept 2003	DTTO/Service Manager Dundee	Risk assessments on all DTTO clients who care for children Global needs assessments (Addiction Severity Index) completed for all clients	Achieved May 2004
Evaluate pilot for structured home leave for substance misusing ex-prisoners		Dec 2003	Resource Senior Angus/Planning Team/SPS	A task for 2004/5	
Examine resources for ex-prisoners with substance misuse issues		Dec 2003	Throughcare Service Manager	Objective rolled forward to 2004/5	
Pilot programme for angry impulsive drinkers		April 2004	Service Managers	May 2004: agreed price and timing - the training will take place in Oct 2004.	
Provide service to approx 70 drug users on DTTO order		April 2004	DTTO Manager	2003-4: 211 referrals, 52 orders	
Extend information on DTTO for service users, referring agencies etc.	Produce local guidance on operational aspects of DTTO e.g. definitions, referral/assessment, co-ordination, protocols and values;	April 2004	DTTO Manager	DTTO info/forms accessible across the Partnership on TAYCrimNet website. Training undertaken for health advisory group, local medical committee, GPs, community pharmacists,	

	protocols, methodology and theoretical bases,			Dundee Bar Association, Dundee DAAT and the Drug and Alcohol Fora	
Contribute to design and development process/ establish representation on Drug Forums		April 2004	DTTO Manager		Achieved
Complete database system to audit impact on repeat offending and other quantitative and qualitative performance indicators		Sept 2003	DTTO Manager/Admin/Planning Team/	Database completed and operational. Review in December 2003 of the database. Changes made to meet all SE requirements	Achieved Sept 2003
Further development of Detoxification service	Numbers through programme	April 2004	DTTO Manager	Discussion on use of Topaz: a partnership project with Tayside Drug Problem Service, Salvation Army and other vol orgs for Dundee clients; Perth and Angus clients will be access this service from within the team.	

New for 2004/5

Development of relapse prevention group for DTTO	Pilot run in Autumn 2004	April 2005	DTTO Manager		
Improve induction for DTTO clients	Dev induction pack Dev healthy life-styles groups	April 2005	DTTO Manager		
Devt with Zone a communications project to address interpersonal skills deficits for DTTO clients	Pilot run June 2004	April 2005	DTTO Manager		

Women and ethnic minority offenders: aim - to improve services to women offenders and offenders from minority ethnic communities

Objective	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
Develop women's group work programme	Programme established and piloted	April 2004	Groupwork SSW/ Champion's Group Rep	May 2004: submission of the proposal to Accreditation Panel	Achieved
Address the specific needs of women under	Individual placements for women Women only team in CS and	April 2004	Partnership Devt Team	Dundee: women's team in place Perth: light duties team in place	April 2004 Achieved for

supervision	SAO Prioritisation of women offenders for post sentence interviews and voluntary aftercare		Relevant SSWs	Angus: life-skills programme has been developed and is to be run 2004/5 Formal presentations planned with Women's Aid to Dundee Women's CS Team	probation and CS
Criminal justice staff will all undertake training in race and cultural issues	Numbers trained	April 2005	Service Managers	Dundee: Departmental arrangements are under review. CJs has therefore undertaken the provision of a one-day race awareness training to all new staff. Angus: training is provided centrally	
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	2004/5 investigate the possibility of CJS info in ethnic minority languages being available on the Intranet	
Collaboration with "Action Teams for Jobs" to prioritise employment opportunities for offenders from minority ethnic groups		April 2005	Service Managers	On-going	

New for 2004/5

Dev with the Zone a communication project to address interpersonal skills deficits for those clients (mainly women) who prioritise the management of relationship structures over treatment interventions	Pilot group run June 2004 Numbers through the group Impact on DTTO success	April 2005	DTTO Manager		
Address the specific needs of women ex-	Uptake of voluntary aftercare by women	April 2005	Throughcare Network		

prisoners under supervision	Links with Cornton Vale for any female LTPs				
Implement women's programme	Completion of programme development Number of women beginning women's programme	April 2005	Dundee Groupwork Senior/ Probation Specialist Group		

Young offenders: aim - to improve services to young offenders

Objective	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
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 Monitoring of young people remanded	April 2005	Service Managers	Joint post funded in Angus Secondment to Youth Offending Team in Dundee Shared access to SACRO Youth Offending Programme in Perth	
Audit of cases for young people going to custody		Dec 2003	Planning Team	Audit piloted in Dundee	Achieved
Address responsivity issues for young women offenders within women's programme		April 2004	Dundee Group work senior	To be addressed in design of women's programme	
Strengthen links with Children's Service/Youth Offending Teams	Joint Training Joint Posts Joint Information systems	April 2005	Service Managers	Joint post funded in Angus Secondment to Youth Offending Team in Dundee Shared access to SACRO Youth Offending Programme in Perth	

Bail information and supervision: aim- to increase access to bail and so reduce numbers going to prison on remand

Objective	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
Establish bail information/supervision across the Partnership to meet local needs and address SE priorities	Provision of service No of referrals	April 2003	Partnership Management Group	Bail information/supervision is available across the Partnership designed to meet the needs of the Sheriffs. In Angus there were 45 bail supervision orders in the year 2003-04. The Perth scheme is now in place and orders are expected to be made this year. In Dundee the sentencers have expressed a desire to restrict bail supervision to residential	Achieved

				supervision at East Port House	
Review data collection for bail information and supervision		Dec 2003	Planning Team	<p>Dundee has a system in place and this is working. Bail services information needs to be collected. Bail information systems in place in Angus - practical difficulties in Perth because of lack of facilities in the Court.</p> <p>Consideration should be given to the integration of Bail into the new IT systems.</p>	Achieved as far as it can be

Effective Practice

Service Delivery

Objective	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
Provide probation informed by principles of What Works	Establishment of appropriate structures Numbers subject to group work	April 2004	Service Managers/P probation specialist group	Although in April 2003 Probation Group work available across the Partnership by Spring 2004 service demands have required a re-organisation in Dundee where the NCH role to provide offence-focussed groupwork will be expanded. Structured probation groupwork available to all clients in Angus	
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 Standard audits on key areas of work are in place across the Partnership Work still to be done on feedback loop.	Achieved in principle: portfolios still to be developed - dependant on the new IT systems.
Build on IT systems to enhance data availability	The collection of risk and need information Evaluation measures Staff use of system	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. By end of 2004 new systems will be in place in Angus and Perth. The design of anew system is also underway in Dundee. The specification of these systems will promote data availability.	
Progress IT systems	OLM implemented in Angus Progress on new system in Perth Progress on non-aligned system	April 2005	Partnership Devt Team	Decisions have been made across the Partnership about new systems. Although they are all different it is to be hoped that they will share a MIS tool - possibly Business Objects. The Planning team has been very involved in the process mapping for all the systems.	

Establish audit cycle	An improvement of 50% in returns of data collection forms Common audit formats across the Partnership and in use	April 2004	Partnership Devt Team	Common audit formats in place across the Partnership for SERs, CS and Probation. Still some work to do on improving data quality: a project is underway in Dundee to reduce the data set. The introduction of the new IT systems in Perth and Angus will do away with the requirement for paper data collection but there will remain the challenge of data quality.	Achieved in part - common audits available Some progress on data quality
Ensure programmes used with EPH residents are aligned and developed to meet accreditation requirements.		April 2004	EPH Manager	The reorganisation within Dundee CJS and the move to develop a specific group work provision from NCH has delayed this objective. To be rolled forward to 2004/5	
Expand resource base of structured probation		April 2004 - objective throughout strategic plan period	Service Managers/Planning Team/Probation specialist group	Structured probation work available to all probation clients in Angus with new programmes planned on anger management and victim appreciation Offence specific group work available in Perth for drink driving. Dundee has restructured its groupwork provision to deliver domestic violence group work in-house and for NCH to provide a wide range of other programmes. Well progressed discussion on involvement with COVAID pilot	

Accreditation

Objective	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
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; £20,000 allocated from Scottish executive for Women Offenders' programme. May 2004: programme nearing completion for submission to Accreditation Panel	Achieved May 2004
Achieve accreditation for existing Tay Project programmes	Manuals prepared following Scottish Executive guidelines	2002-2003	Tay Project Manager	Proposal submitted for validation of Tayprep 30. Spring 2004: on-going discussion with SE about TayPrep. Work being undertaken to submit an accreditation	

				proposal for 1-2-1 programme (submitted June 2004)	
Undertake audit of programme integrity		April 2004	Probation seniors/Probation Specialist Group	Roll forward for 2004/5	
Integrate SE inspection data collection with local audit		Dec 2003	Planning Team		Achieved Spring 2004

Quality Assurance systems

Objective	Performance Indicators	Timing	Lead by	Progress 2003/4	Conclusion
Establish a quality assurance system for the Partnership (first line performance measures)	Audit and reporting cycles established	April 2003	Service Managers	Common audits in place across the Partnership. Work still to be undertaken on feedback loops. Awaiting SE guidance on quality assurance	Spring 2004 Achieved in part - audits in place but still need comparative reporting system.
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	Specialist Groups established to look at probation, CS and SAO. Short-life working group to look at SERs Seniors Symposia planned for Autumn 2004: on assessment methods; on desistence and pro-social modelling and on working with potentially dangerous offenders.	
Commit all of our 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	Audits in place 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	
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Monitoring and Evaluation Measures

Objective	Performance Indicator	Timing	Lead by	Progress 2003/4	Conclusion
Develop IT infrastructure to underpin QA	Progress of the bid to Scottish Executive to improve IT systems	April 2005	Service Managers	Involvement in development of the specification for the unaligned group. Summer 2003 – project suspended in light of Single Correctional Agency Close involvement in specification and process mapping for new systems - focussing where possible on the use of IT to support quality	
Presentation of weekly and monthly data	Regular availability	April 2005	Partnership Devt Team/ Planning Team	Initial review of data underway - development of local portfolios	
Develop monitoring systems for evaluation for accreditation purposes	Risk and needs- for targeting Service provision NOS adherence	April 2005	Partnership Devt Team	All data collection systems have been reviewed at least once - there is now a concentration on collecting outcome data especially Crime-pics and psychometric test results. There is still need to develop collection methods for social inclusion information. We await national moves on access to reconviction data specific to our area and to our projects.	
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 TayCrimNet includes lists of key web-sites In 2003/4 research was undertaken across the Partnership on risk assessment and in Dundee on the place of social context in probation practice. We commissioned research into the needs of	

				prisoners' families - both a literature review and a questionnaire with focus groups to identify local needs.	
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. Collaboration with Abertay University and the local Health Trusts to host an international conference on Risk Assessment. Early discussion with Abertay on the development of outcome monitoring for EPH	
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. 2 information assistants trained in Monitoring and Evaluation.	Achieved May 2004
Computerise residents evaluation for EPH		Sept 2003	Planning Team/EPH	Completed.	Achieved Sept 2003

New for 2004/5

Formalise end of order evaluation by clients across the Partnership	Systems in place Rate of Return	April 2005	Partnership Devt Team/	Consistent systems in place in Angus	
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Compliance with National Standards

Objectives	Performance indicators	Timing	Lead by	Progress 2003/4	Conclusion
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/Specialist Groups	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

In 2003/4 the Partnership has felt increasingly the impact of the shortage of social workers, with very limited responses to most application rounds. Moves have been made across the Partnership to identify elements of the work that can be undertaken by Criminal Justice Assistants e.g. Community Service, Supervised Attendance Orders, Bail Supervision etc. This is likely to increase with a Service Review in Dundee as part of the EFQM processes and the need to respond to continued high level of demand for SERs. The management structures are broadly unchanged. Angus has a Joint Head of Service for Child care and CJS, 100% funded Service manager and 3 seniors managing an SER team, a probation/throughcare team and a CS/SAO/Courts team. Dundee has a 100% funded Head of Service, Service Manager and 5 seniors in core: 4 managing SER/Case work teams one of which specialises in Throughcare and the 5th team providing CS, (with 3 Project Leaders for Partnership Projects). In Perth there is joint management of CJS and Childcare at Head of Service level, the Service Manager also has responsibility for Child Protection; 100% funding of 2 seniors in the community, one managing SERs, probation and Throughcare and the other managing CS, Courts, Bail, SAO, Diversion etc. (and another in the prisons funded by SPS).

Staff Training/Development Needs

Objectives	Performance indicators	Timing	Lead by	Progress 2003/4	Conclusion
Form a training consortium with Fife and Central	Ability of Consortium to deliver Best Value training	April 2004	Heads of Service	August 2003 new strategic training arrangements in place with representation for Tayside CJS Partnership	Objective changed August 2003
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 re CJS specific material; general social work and other LA issues to be covered by each LA Spring 2004: funds identified to roll forward to provide training and development provision for the Partnership. Summer 2004: partnership wide training in Domestic Violence awareness.	
Increase knowledge of common provision projects for all staff		April 2004	DTTO, East Port House, Tay Project and Partnership Devt Team	Use of website will increase knowledge and awareness. Tay Project Presentations to all staff groups DTTO awareness training provided across the Partnership. Refresher training planned for Sept 2004	Achieved April 2004

Increase use of CJS Portal and related sources		Dec 2003	Partnership Devt Team/ Planning Team	Creation of TayCrimNet website. When the website is launched, the portal will be more readily accessed. Dec 2003 Portal launched in Perth. March 2004: All Angus staff have access to Internet plans for launch May 2004: new staff in place in Dundee launch planned for summer	
Est training strategy for Partnership		Sept 2003	Partnership Devt Manager	September 2003: broad agreement to principles from Partnership Management Group	Sept 2003 Achieved

New for 2004/5

Access Case Management Training funded by SE for all social workers		April 2005	Partnership Devt Manager/ Service Managers		
Access funding to promote training	Bids successful Dec 2004 Access to funds Improvement in training	April 2005		Outline bids submitted jointly with Strathclyde University, SIESWE and SSSC to pilot technology mediated training and the recognition of work place learning	

Use of Information Technology

Objectives	Performance indicators	Timing	Lead by	Progress 2003/4	Conclusion
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: in-house replacement of K2 P&K implementing Anite	
Progress ISCJIS	ICJIS Action Plan milestones	April 2005	Heads of Service	Work suspended in Angus subject to Single Agency developments. Perth has completed the security documents and ordered the secure line, although it has not yet been installed. Continuing discussion between Dundee and SCRO	Sept 2003 – project halted in light of single correctional agency
Devise and implement an IT	ISCJIS compliance	April 2004	Partnership	We have begun the development of an	Objective

strategy for the Partnership	Consistent measurement Strategy in place		Dev't Manager	information strategy based in best practice - in 2003/4 we have concentrated on getting new systems ready for implementation	changed Summer 2003
Est good practice guide for development, maintenance and documentation of small databases		Sept 2003	Partnership Dev't Team	Good practice guide for documentation available.	Achieved
Review processes underpinning CJS		April 2004	Specialist Groups/Planning Team	Process mapping completed in Angus and Perth; being undertaken in Dundee. Dundee project likely to continue into 2004/5	
Implement information strategy		April 2004	Partnership Dev't Team	To be rolled forward with the development of the IT systems for 2004/5	
Enhance use of IT across the Partnership	No of staff through ECDL or other basic IT training	April 2005	Common provision projects/Planning Team	Training standards set in Angus and Dundee incl. Purchase of ECDL licences Steady completion of ECDL by staff Development of Induction IT training for Dundee by December 2004	
Introduce new IT systems across the Partnership	Angus September 2004 Perth Spring 2005 Dundee late 2005	April 2005	Service Managers/Planning Team	Substantial progress in Angus and Perth though no definite implementation dates. Early work in Dundee	

Progress on achievement of key principles for the grouping
Structural Issues

Objectives	Performance indicators	Timing	Lead by	Progress 2003/4	Conclusion
Est specialist groups	Groups meeting Work Plans for the groups Survey of group chairs	October 2003	Partnership Dev't Team	Seniors' symposium held 20-21 May 2003. Proposals submitted to Partnership Mgt Group 16/9/2003 Dec 2003: chairs identified for all groups	Achieved
Explore potential for practice development group for the Seniors within the Partnership		October 2003	Partnership Dev't Team	Seniors' symposium held 20-21 May 2003.	Achieved

New for 2004/5

Organise a Partnership		April 2005	Partnership	Seniors' symposium held 20-21 May 2003.	
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Conference			Dev't Team	2004/5: Symposium topics: (1) Assessment and (2) Dealing with Potentially Dangerous Offenders	
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Engagement with voluntary sector partners and other agencies

Objectives	Performance indicators	Timing	Lead by	Progress 2003/4	Conclusion
Est formal relationships between LA Partners and vol sector and other agencies	Formal agreements between LAs and vol sector partners esp re data exchange Formal agreements between Dundee and Police	April 2005	Partnership Dev't Manager	SLA for Employability Project - achieved Dec 2003 May 2004: draft SLA for Arrest Referral project.	
Est of Partnership Directory of services	Build on current resources	April 2005	Planning Team	Throughcare Info Day -jointly hosted with SPS 4/9/2003 Throughcare Directory distributed Dec 2003 and available on the TayCrimNet.	
Develop close working with Open estate and HMP Perth	Involvement in Throughcare Network. Multi-agency training on common issues Work of FCDOs in service dev't for families of LTPs	April 2005	Throughcare Network	May 2004 Joint information days run in Open and Perth Prison Family Contact Dev't Officer on Research Steering Group Multi-agency training under discussion	

Best Value

Objectives	Performance indicators	Timing	Lead by	Progress 2003/4	Conclusion
Undertake review of support programmes	Vale for money	August 2004			

Progress in being able to measure and evaluate outcomes

Objectives	Performance indicators	Timing	Lead by	Progress 2003/4	Conclusion
Review information collection to prioritise information on needs and outcomes		April 2004	Partnership Dev't Team	Needs data is included in new systems in Angus and Perth. This model will be extended to replacement of K2 in the meantime Dundee has redesigned its data collection mechanisms to focus on need	Achieved

Progress on achievement of key principles for the grouping

Structural Arrangements including financial, operational and staffing structures

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

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. Establishment of TayCrimNet as the potential mechanism for cross Partnership communication. Specialist Groups for Probation, Community Service and SAO.

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. Discussion on the future divisions of funds programmed for September 2004

Non-core support programmes

Tay Project and East Port House, DTTO, Arrest Referral and the Employability scheme are available across the Partnership. In addition the Throughcare Outreach service works across the Partnership and we piloted a Partnership Report Writer based in HMP Perth.

Engagement with voluntary sector partners and other agencies

NCH and APEX provide services across the Partnership. The Police continue as a key partner in risk assessment/management across the Partnership. They are closely involved in the Arrest Referral Scheme. The Throughcare Network, with managers and staff from Perth Prison and the Open, promotes engagement with other agencies: this year we have concentrated on building links with JobCentrePlus. For the new aftercare arrangements we will seek closer links with Cornton Vale and Polmont. It is likely too that Aberlour will become involved in our service to prisoners' families.

Development of Performance Indicators and Management Information

The introduction of new IT systems has given us an opportunity to develop tailored information portfolios focussing on KPI data. We have now in place consistent audits of SERs, probation and CS across the Partnership and the systematic collection of out-come data in some areas. Service Level Agreements with voluntary organisations include monitoring and evaluation against objectives.

Best Value

Best Value work and other Quality Assurance work is being undertaken in each area to fit with local departments and authority needs.

Progress in being able to measure and evaluate outcomes

The pilot of Crime-pics has shown that it is a good simple and useful tool that can be effectively integrated into CJS practice. It is used consistently in Angus for assessing its groupwork impact and the collection of Crimepics data will be supported by the new IT systems. The Tay Project evaluates all offenders using an array of psychometric tests. We have been engaged through out the year in discussion with SCRO about access to reconviction data.

