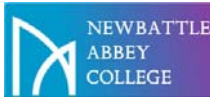


Area Plan

2008 – 2011

*A community **of** agencies
sharing the same ambition*



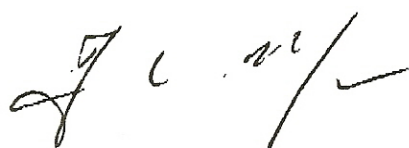
Foreword

The Lothian and Borders Community Justice Authority is pleased to submit its first three year plan. The plan reflects the co-operation of many agencies who are in joint agreement that they wish to make our community safer through a reduction in re-offending. These agencies recognise that new ways of working and better co-operation is essential.

The plan has three main developments it wishes to achieve over its three year life span. Firstly it wishes to see the Scottish prison service use its resources to better recognise the local community based needs of prisoners.

Secondly, the plan wishes to see the creation of a new service designed to better meet the needs of young persistent offenders in the Children's Hearing system and when they appear before the Sheriff Court. If successful this proposal will fundamentally change how young people are dealt with in the justice system.

Lastly, the plan wishes to create an Area of Excellence through the Community LINKS Centre. This centre will provide a broad range of services to people coming out of prison who having housing, employment, education, health and other needs. In addition to these three main changes the plan contains many new proposals designed to improve our services and make Lothian and Borders a safer community.



Councillor John Muir

Convenor

Lothian and Borders Community Justice Authority

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PART 1 – INTRODUCTION AND CONTEXT

The Lothian and Borders Community Justice Authority has, in the last twelve months, built upon the successes achieved during the CJA's 'shadow year'. This has brought together a significant number of agencies, either directly or indirectly involved in providing services for offenders, who have jointly contributed to this Area Plan. This alliance has the single overriding intention of creating safer communities through a reduction in re-offending, by providing appropriate and timely services to offenders at all stages of the criminal justice process. The partners recognise the opportunity for new ways of working presented by this planning process and have focussed their joint discussions on achieving improved outcomes

The shape, format and content of this plan reflect both the local dimension and local priorities which are described within the framework of the 'national strategy for the management of offenders'. The plan recognises outcomes relating to the Community, Offenders and the System and specific offender groups, as the main areas requiring attention.

This three year Area Plan serves to set the strategic direction for the management and development of offender services whilst recognising and focussing upon a range of short to medium-term outcomes that have been agreed between the partner agencies.

The breadth and diversity of factors necessary to achieve the 'national strategy' require a focussed and prioritised approach. In establishing this approach three key strategic areas will be addressed. The CJA recognises these priority areas as being essential components of any successful strategy to reduce re-offending:

- Community Facing Prisons
- Continuity of Care between prison and the community
- Transitional services for young offenders

In addition to these priorities, the plan describes a programme of work designed to address Offender, Community and System outcomes, identified during the consultation process. These in turn will support the broader strategic objectives, each of which is described in the 'offender, victim and families outcomes' section and the action plan.

Key Fact: *'Lothian & Borders have the highest population of Scotland's 8 Community Justice Authorities'*

Operational Arrangements of the CJA

Membership of the Lothian and Borders Community Justice Authority comprises one elected member from each of the constituent local authorities (Annexe A). The Member for West Lothian Council has been elected as Authority Convenor and the Member for Scottish Borders Council, as Vice Convenor. The CJA will meet four times per year.

Scottish Borders Council provides accommodation, payroll, human resource and IT support (subject to a Service Level Agreement). The administrative offices of the CJA are based at a multi-agency office in Peebles which brings together, in addition to the CJA, the Police, Sheriff and District Court, the Fiscal's office and that of the Court Clerk.

The Chief Officer, Personal Assistant and the Scottish Prison Service Liaison Officer are based in the Peebles office.

Financial Services are provided subject to a Service Level Agreement by the Financial Services section of City of Edinburgh Council. The section 27 allocation and the CJA allocation are managed as discreet budgets overseen by an account manager.

Statement on arrangements to promote links to partner bodies

During the development phase of this plan, the creation of specific health, employment, accommodation, offending behaviour, victim and families ‘outcome groups’ has provided direct links to a wide range of partner agencies (Annexe B). These groups will continue after the plan’s submission in order that achievement of each outcome can be progressed and monitored across the life of the plan. Additionally, links have been established with the key partners at the level of senior management which allows for regular contact in order to discuss both strategic and operational direction. These arrangements have, by necessity, been developed on a pragmatic basis in order to establish the content and agreement underpinning this plan. There remains a wider task to be carried forward into the first year ensuring integration with Community Planning, Community Safety, Community Health partnerships, SPS strategic planning, the Community Justice Board and the network of Drug and Alcohol Action Teams.

Statement on consultation carried out with local authorities, the Scottish Prison Service and statutory partner bodies.

Each of the partner agencies (Annexe B) has been involved in the development of this Area Plan. Initially, each agency was engaged at a senior management level, followed by a series of ‘offender, family and victim outcome groups’ held at the SPS College. This model of planning enabled each of the agencies with expertise in their particular field (health, employment, accommodation and offending behaviour) to come together and focus specifically upon the obstacles to effective services for prisoners and to agree a remedial programme to be delivered across the course of this plan. This work was followed by specific focus groups designed to finalise and specify achievable outcomes.

Additionally, SPS created an internal programme of offender outcome planning which complimented and fed into the community based planning model.

In order to ensure that the plan equally reflected the needs of victims and families the same model of planning was used, based around the need to establish a set of ‘victim outcomes’ and ‘families’ outcomes’

Direct stakeholder meetings were held with the Sheriff Principal and separate meetings with the Sheriffs from Edinburgh, Linlithgow, Haddington and Scottish Borders Courts. The observations and suggestions from each of these meetings have been directly supplied to both local authorities and SPS and have been considered in the relevant outcome groups.

Annexed information

Annexe C - Description of existing CJA staff and other resources managed, including future plans.

The CJA has undertaken a comprehensive audit of crime and the justice process in the Lothian and Borders area. This information creates a platform upon which this and future planning can be based. **Annexe D (i) – (ii)** provides the context of the CJA with regard to local economic circumstances, demographics, etc; **Annexe D (iii)-(vii)** provides key local

criminal justice facts and statistics and **Annexe D (viii)-(ix)** provides an analysis of trends (historical and future) and contributory factors within the CJA area

Annexe E provides a broad resource needs analysis containing an overview of resources required to deliver the plan.

PART 2 – OFFENDER, VICTIM AND FAMILIES’ GROUPS

Violent, serious and sex offenders

The combination of Enhanced Throughcare, Integrated Case Management, ViSOR and Multi-Agency Public Protection Arrangements has significantly increased the level of risk management of sex offenders and high risk sex offenders. These operational improvements have been achieved in a relatively short time but have not been matched by the development of a governance framework. The CJA partners involved in the provision of these services have agreed that the priority for the coming twelve month period is the development of local accountability measures (similar to Child Protection Committees) and how these might fit into the critical oversight structure managed by the Edinburgh, Lothians & Borders Executive Group. This group comprises the Chief Constable, five Chief Executives from the local authorities and the Chief Executives from the NHS Boards. This innovation will put the MAPPA management of this offender group on the same footing as Child Protection and Vulnerable Adult Committees currently accountable to Critical Service Oversight Groups (action point **2.4.2**).

As a component of the governance framework, work will progress on the development and publication of multi-agency procedural guidance together with a programme of multi-agency training (action point **2.4.2**).

Integrated case management (ICM) is an essential component in the effective delivery of enhanced throughcare. To date, the reliability of performance measures recording ICM activity has been inconsistent and the ability of SPS and the local authorities to meet each others timescales has indicated room for improvement (Annexe F (i)-(ii)). During the initial phase of this plan’s delivery, specific attention will be focussed upon multi-agency co-operation to significantly improve performance in this area (action point **6.1**).

The CJA recognises the Executive’s intention to extend MAPPA arrangements to include violent offenders though the timescale is not known. When these new requirements are specified, the relevant partners will develop the necessary mechanisms and structures to incorporate this offender group into the MAPPA mechanism and governance framework. It is recognised that the significant number of violent offenders who may be subject to these new provisions will make resource demands that exceed those currently available.

The management of high-risk offenders can involve the use of supported accommodation designed to manage and control risk. The establishment of enhanced throughcare, ICM and MAPPA arrangements will, over time, lead to a greater predictability and the ability to plan for the availability of appropriate accommodation. A task within the current year’s action plan is the requirement to undertake a full audit of offender accommodation. The audit is due to report in March 2008 and is currently underway, the findings of which will impact upon areas of action required within this plan (action point **2.3**).

Consultation with the Lothian and Borders Sheriffs has reflected significant satisfaction with the Domestic Violence programmes available in the City and West Lothian. They are

however disappointed that the lack of capacity within the Edinburgh scheme cannot meet the demand for this intervention and the non-availability across the CJA area. The existing programme is seeking accreditation due in late 2007. It is this model, known as ‘Caledonian’ that would be made available to all CJA courts (action point **2.4.8**)

Key Fact: *‘There are on average 1600 L&B sentenced admissions to Prison each year – less than 10% are for sentences of +2 years, with the majority, 68% for sentences of 6 months or less’*

Persistent offenders, including young offenders coming through from the youth system

In 2005/06 1,919 young people within Lothian and Borders were referred to the Reporter to the Children’s Panel on offence grounds. Of this number 173 (9%) were classed as ‘persistent’, having had five separate episodes of offending in six months (Annexe G (i)& (ii)). During the same period, 381 16-17 year olds appeared for sentence before the Sheriff Court.

During the life of this plan the Lothian and Borders CJA wishes to develop and launch a new strategic development for the management of young persistent offenders aged 14-18 years. The development will forge a new partnership between local authority Children’s services (youth justice), adult criminal justice services, the Scottish Children’s Reporter Administration, Includem, Venture Trust and Scottish Prison Service.

The CJA recognises that persistent young offenders pose a significant difficulty at the point of transition between children’s and adults’ services. Often, their apparent intractable and chaotic behaviour leads to the use of secure accommodation and custodial sentences, each of which is recognised as having particularly poor outcomes and contributing significantly to both the high rate of re-offending and multiple custodial sentences.

This proposal is designed to develop a new supervision requirement, available to both the children’s hearing and adult courts, that will use the combined resources and expertise of the agencies within the partnership as a direct and effective alternative to the use of secure/custodial provision. This partnership will provide an individual care plan, based on assessed need, designed to control offending behaviour. It will use the specialist ‘wrap around’ care provided by Includem, combined with Venture Trust, who will deliver the respite care for parents, communities, the young person and agencies. The respite care will be targeted at building the young person’s skills, increasing their self-esteem, providing alternative activities and models of behaviour. There is a natural synergy within this partnership which draws upon the strengths and skills of each agency to ensure no one agency is left without the necessary breadth of resources required to manage difficult, chaotic and emotionally damaged young people.

Evidence suggests a clear relationship between ‘looked after’ or ‘accommodated’ children on offence grounds and a progression into the adult system. The aim of this proposal is to give both the Children’s Hearing System and the adult court access to the new resource as a requirement of an existing disposal (action point **2.4.4**).

Key Fact: *‘15% of people with 10 or more convictions are under 21’*

Women offenders

Despite the needs of women offenders being significantly different from those of male offenders, the majority of community based disposals within the CJA use male orientated models of assessment and supervision. Women offenders are required to adapt to models of male supervision yet this position does not recognise the range of gender related needs relating to women offenders. The consultation process for this plan has led to a fundamental recognition that most of the existing community based services are inappropriate for women and there is a need for a complete revision of such services.

This plan offers the opportunity for a new approach based on best evidence to be developed and as such, becomes a substantive element of the action plan (action point **2.4.3**).

Key Fact: *'17.2% of people convicted are women'*

Offenders with substance misuse problems

This offender group has been approached as a component of the broader 'sustained or improved physical and mental well-being' and 'reduced or stabilised substance misuse' offender outcomes.

The CJA would wish to take account of the existing drug provision across the Authority's five constituent DAAT structures. A review of each of the strategies produced by the action teams, shows little, if any, congruence which could be considered as fitting the CJA joined-up planning requirement. To facilitate this planning process the CJA will work with the DAAT's to produce a CJA wide strategy which recognises the need for local differences (action point **2.1.4**).

The CJA has facilitated a new partnership arrangement with NHS Lothian Public Health Department. The PATH project (Partnerships for Access Towards Health) aims to develop partnership working between local health and social care, community justice and voluntary sector agencies in order to improve access to mainstream health and health improvement services for those with multiple and complex needs leaving prison, their families and those serving community sentences. It is funded through the Multiple and Complex Needs Initiative from the Scottish Executive, overseen by NHS Lothian Public Health Department and managed operationally within the Edinburgh Community Health Partnership. The project employs a Public Health Practitioner to work closely with the SPS, SACRO and Criminal Justice Service Managers to support the process of integration of NHS primary care and health improvement services into the Voluntary Throughcare and After Care services provided by SACRO within the Community Link Centre and to persistent offenders serving community orders. The project uses a wide definition of health and well being and will cover areas like domestic abuse, mental health, financial literacy, sexual health, linking NHS and SPS alcohol and drugs services and addressing GP registration. It will also develop access routes for prison leavers and their families into community based health projects. Work is underway to extend the remit of this project to include NHS Borders.

Specific outcomes relating to substance misuse are described in the action plan (action points **2.1.1 – 2.1.2**).

Less serious/first time offenders

Of all offenders sentenced in the Lothian and Borders Sheriff Courts in 2005/06, 38% had no previous convictions (Annexe G (ii)).

The CJA would wish to see a greater use of diversionary practice for less serious or first time offenders. Currently SACRO provide a restorative justice model of Diversion in Edinburgh & Midlothian. This process provides a relatively quick way of dealing with less serious offences which avoids criminalising people but ensures that justice is done in the eyes of those directly affected. Through this, court time may be more efficiently used to deal with more serious crime. It also gives those harmed the option of having a direct say in the outcome, allowing a result that is more appropriate to their needs. Evidence from the Edinburgh & Midlothian Service demonstrates that there is a positive uptake of this restorative process. The opportunity to extend this service to other localities throughout the CJA area is offered by SACRO.

This particular model of intervention has not been subject to consultation during the planning process and may not fit with the key objectives of other agencies. As an action point of this plan, an assessment of need and agency response will be undertaken within the first year. (Action point **2.4.5**)

Prisoners needing resettlement and rehabilitation services

As a main strategic development of this plan, continuity of care between prison and the community will be an area of priority across this planning period. The key objective of this strategy is to establish ease of access and a continuity of availability of a range of normative services that offenders require in their transition from custody into the community. Two main obstacles currently prevent the achievement of this objective.

Current prisoner management arrangements dictate that offenders are distributed across the prison estate (Annexe I). For Lothian and Borders this means that approximately 40-50% of local offenders in prison are not directly accessible to the range of services and supports required to ensure a smooth transition into the community. This not only impacts upon the availability of access for services such as housing, employment, training and education but also places significant resource issues on local authorities in accessing their client group. Of equal importance, the current location of prisoners places a recognised, unreasonable burden on families of prisoners who are a key component in an offender's transition out of prison.

In essence, the current arrangement of the prison estate together with the model of prisoner dispersal, act counter to the ethos underpinning Community Justice Authority strategy.

- The CJA recognises that the constraints experienced by Scottish Prison Service on this issue would require a substantial national programme to remedy a problem created by historical demand and design. It is also recognised that as the estate is modernised and new prisons come on stream, there will be opportunity to make some headway in addressing this fundamental issue and thereby make the estate more 'community facing'. SPS is committed to the principle that underpins this strategic intention and is considering, in light of wider decisions regarding new prisons, how Lothian and Borders prisoners can be managed more locally. These considerations will include to what extent Young Offenders can be incorporated into HMP Edinburgh.

The CJA intends to increase the number of 'local' existing and new prison places that are made available to 'local' prisoners on a progressive scale to be determined in light of national priorities, across the three year planning period (action point 2.4.7).

The second obstacle to a smooth transition out of custody is the lack of continuity of services from those received inside custody to those available in the community. When in custody, work can commence on a broad range of issues, including literacy, numeracy, training, employment, accommodation, offending behaviour, addictions and medical services. The community has a large number of agencies whose core tasks are to provide this breadth of service. Lothian and Borders is fortunate in having in HMP Edinburgh a high standard LINKS centre which invites the range of agencies to access its client group during sentence. A similar model is proposed for the new Addiewell development in West Lothian.

To make maximum benefit of these existing models of care, the CJA wishes to support a broad range of agencies to deliver an equivalent model of LINKS within the community. This development is intended to ensure that work commenced inside prison can be continued in the community, and that agencies can establish engagement with offenders, form the programme of work, commence the work and take it to completion. The model will also lend itself to the exchange of staff working between prison based and community based localities. Work has already commenced on this proposal and delivery of service should commence in the autumn of 2007. It will be a strategic objective of this plan for the CJA to closely support the model and it will require a programme of monitoring and evaluation with a view to understanding how it can, if appropriate, be replicated both within the CJA and across other CJA areas.

The development of a Community LINKS centre will be adopted by the CJA as the 'Area of Excellence' for Lothian and Borders. Each of the CJA's is required to promote a service designed to demonstrate effective practice in the reduction of re-offending. This will lead to an exchange of models of practice between each CJA (action point 2.4.6).

Recent research indicates that approximately 53% of prisoners have numeracy and literacy difficulties. The key role of learning in relation to other outcomes such as health, relationships and sustaining accommodation is widely recognised. Similarly in addressing offending behaviour literacy and numeracy are critical. In recognition of this important issue and the emphasis on integrated services for offenders, the employment outcome group wish to develop an enhanced programme to be delivered in HMP Edinburgh, Polmont, Addiewell, the Community LINKS centre and for offenders receiving community disposals (see action point 2.4.9)

Key Fact: *'12% of all people sent to prison have never served a custodial sentence before'*

Offenders with mental health problems

'Offenders with mental health problems' is an area of service provision requiring significant improvement. Such offenders are over represented in custody. "There is emerging evidence that people in the criminal justice system with mental illness have a dire life expectancy" this is the view of Dr Andrew Fraser, Director of Health and Care, SPS. The CJA would like to use this three year planning opportunity to make a three-pronged approach to addressing some underlying issues.

- Diversion of offenders with severe mental health problems from prison to more appropriate alternatives;
- better support for prisoners with a ‘dual diagnosis’ of substance use and mental ill health and the need to give better care to prisoners with ‘lower level but debilitating’ mental health problems such as depression
- reposition the MHO role in local authorities to straddle the Community Health setting and Criminal Justice Social Work. The main emphasis of this post in addition to its statutory functions will be on assessment and diversion at early stages in the Criminal Justice System

For this approach to be successful the full range of CJA partners will be required to co-operate in establishing new mechanisms for managing these offenders. The particular specialist resources of NHS will be required and this is in keeping with their overall duty of care to the population.

During the planning process of this report the ‘Health and Wellbeing outcome group’ has recognised the court appearance as a key stage at which health professionals should be available to assess, provide advice, seek diversion and, in the case of custody, prepare the prison for the range of needs the incoming prisoner will have. Indeed, this role is recognised as having a much broader remit as it too could prepare the custodial environment for prisoners with a broad range of need relating to existing medical conditions and could lead to a much quicker linkage with primary medical services for access to medical history and current treatment regimes. It is a proposal within this plan that a new service be developed, initially in Edinburgh Sheriff Court to allow mentally disordered offenders to be assessed by appropriately qualified medical personnel.

The other priorities described above will require the attention of a specialist project team during the first year of this plan with a view of recommending specific outcomes at the first year review (action point **2.1.5**).

Victims Outcome Group

As the focus of the strategy is reducing re-offending and in that the plan is not offender dominated Victim Support was invited to form its own victim outcome group with the key agencies required to achieve their priorities. The three main areas which this plan will address are:

- Identify and assess the range of support services for victims of crime in the Lothian and Borders area and consider the way in which victims access support and the referral process to/from organisations
- Develop a CJA training strategy in terms of the needs of victims’ of crime.
- From a diversity perspective, consider the level of access by victims’ of crime to support services.

(action point **2.5.1 – 2.5.2 – 2.5.3**).

Families Outcome Group

In recognising the needs of Families as a separate outcome group, attention has been given to both the work of Families Outside and the development work at Edinburgh Prison Visitors’ Centre. Both work streams are included in the Area Plan and will be progressed together with each of the other outcome sets.

- Support to Families affected by imprisonment for their own needs and in their own right.

- Mitigation of the impact of imprisonment through provision of information (directly meets community outcome on families).
- Aim to ensure that agencies out with the justice system are aware of the impact of imprisonment on families and are able to respond / refer accordingly.

(action point **2.6.2**).

- Promotion of the Visitors' Centre as a resource for relevant agencies (i.e. health, mental health, addiction, benefits, debt advice, housing)
- To reach a socially excluded population who have needs in their own right but are often not accessing services.
- Development of closer links between work with prisoners' families and the work of the SPS.

(action point **2.6.1**).

Key Fact: *'On average Lothian & Borders have 900 people in custody at any one time – 54% are serving a sentence of 2 years and over ; 23% are on remand'*

PART 3 – WORKING IN PARTNERSHIP

This plan and the process that led to its production, is a reflection of the well-established arrangements and commitment to co-operation and joint working of all the agencies involved. The arrangements described in Part 1 of this Plan (*Statement on arrangements to promote links to partner bodies*) will be further developed and used as a basis to monitor the delivery of the Plan.

Over the course of the current plan (2007/08) further steps will be taken to ensure the planning and strategic function of the CJA is reflected in the Community Planning mechanism of five local authorities and their respective Chief Executives. Similar steps will be taken with the Community Health Partnerships. The ambition to establish progressive plans for engaging with health, housing and the judiciary needs to be understood in the context of the constraints in Primary Health Care; in housing where some areas of stock transfer requires negotiation with many housing providers with too few tenancies; and the judiciary are clear in expressing their separation of function from that of the CJA. Despite these constraints the experience to date has been one of general co-operation and this has enabled the plan to reflect both partnership developments in health and housing and the Sheriffs to clearly indicate their views regarding the quality and extent of current and future community disposals. The CJA would wish to build upon these examples of co-operation (action point **3.1.1 – 3.1.2**).

The importance of information sharing between agencies is recognised by the key organisations in the CJA, our ability to achieve the aspiration is more complex. The historical legacy of many agencies developing stand alone systems for data collation does not allow easy interface between such systems. There are however, examples of new ways of working which the CJA would wish to see develop and form the basis of a review of data sharing requirements and ultimately lead to a proposal for a new system of data collation. Examples of new practice in this area include:

- the current proposal that SPS provide a direct link to PR2 into the Community LINKS Centre
- in Scottish Borders, connectivity is being provided to bring the police and social work into a single unit dealing with high risk offenders

- In the last twelve months it has been possible to establish ViSOR in each of the social work units across Lothian & Borders. A terminal will also be located in SPS Headquarters, Calton House, Edinburgh.
- SPS are considering the merit of using the Integrated Case Management (ICM) system as a tool for wider application with other statutory partners. The CJA will seek the development of integrated case management and consistency across agencies.

(action point **3.1.3**).

Central to the development of this plan has been the role of the voluntary sector and independent providers. These partners have been and are integrated into the planning and delivery of the action plan and the CJA recognises that the wider strategic intention cannot be achieved without this network of specialist resources.

To allow all agencies to design and deliver services that are focussed and capable of achieving the best quality of service for offenders a review is required of the existing contract/Service Level Agreement arrangements. Such contracts are inconsistent in their content and it would appear they are not consistently monitored for outcomes and effectiveness. The CJA provides an opportunity for the range of contracted services to be reviewed, for simpler systems to be considered and a reduction in the number of separate contracts voluntary organisations are required to enter into (action point **3.1.4**).

The partnership arrangement with the voluntary/independent sector has through this planning process enabled the establishment of two new initiatives:

- Using the combined resources of the Robertson Trust, Scottish Prison Service, APEX (Scotland) and the CJA a new two year post will be established to undertake a fundamental review of all voluntary/independent sector resources related to criminal Justice, available in the CJA area. This will create:

A criterion for the voluntary sector' market niche'

Develop a structure/infrastructure for voluntary sector co-ordination /co-operation within the CJA.

Explore VFM/efficiency gain possibilities.

Look at developing funding routes and interfaces with other agencies both internal to SPS and within the CJA.

Standardise SLA and Business Case formats.

Profile CJA (L&B) voluntary sector providers in criminal justice and associated areas (e.g. youth/families). Consider gaps in provision/areas of repetition.

Develop governance/risk support structures and processes to assist engagement.

Upon completion of this work the resulting criteria, guidance and templates, standardised procedures and governance framework will be available nationally for purchasers and providers in this sector.

- APEX (Scotland) will provide a secondment to the CJA to undertake an analysis of employment issues relating to offenders. Lothian & Borders has a general unemployment rate of 1.6%, whereas 49% of offenders subject to Social Enquiry Reports and Probation Orders are unemployed. The analysis will be incorporated into the work of the Offender Employment Outcome Group which together with Job Centre Plus, SPS and local authorities will form the basis of a plan to decrease the number of unemployed offenders subject to supervision and on release from custody (action point **2.2.4**).

PART 4 – DEVELOPING AND SUPPORTING THE WORKFORCE

The planning process used to develop the plan and specified offender outcomes is based upon a model which brought professionals and practitioners together to make the most of their respective skills and this will be reflected in many aspects of planned service delivery. Such services as Community LINKS, the proposed Young Offender Transition service, Sex Offender Management, and the Construction Key Worker project are designed around the concept of a multi-skilled work force working in the same environment (action point **4.1.2**).

From April 2008 the CJA will benefit from the newly approved training and development post designed to bring additional capacity to the local authorities taking account of the national training strategy priorities. This post will build upon work already underway in the local authorities, including an audit of training need matched by a complimentary training programme. This work will now be reviewed and extended to assess the training needs of other agencies (SPS, independent providers and the Police) where there is benefit to be gained from delivering staff development jointly. This will probably focus, at least initially, on rolling out new risk assessment tools. There are, however, already examples of joint training initiatives involving CJSW, Lothian & Borders Police, SPS and independent sector partners (action point **4.1.1**).

Although there are no current plans for work shadowing, secondment and mentoring between agency staff, this will be borne in mind and used when the most benefit can be achieved.

Assurance has been sought from the local authorities on staffing levels to support the delivery of area plans. They believe there are fundamental issues relating to capacity which, if not addressed, may jeopardise the ability of the Lothian and Borders CJSW to deliver the most effective service. These issues include volume of work, which has seen a consistent climb over 5 years, the requirement to undertake new responsibilities and a management capacity which has not grown in line with workload. The local authorities regard these additional demands as having been compounded by no allowance for inflation for the past two years which has resulted in a reduction of funding of approximately 6%. They estimate the disparity between resources and demand across all services to be in the region of 30%.

PART 5 – COMMUNICATIONS STRATEGY

The Lothian and Borders CJA will during the first 12 months of its Area Plan, develop, approve and adopt a Communications Strategy which is agreed by partner agencies. The strategy will promote a strong, consistent brand for the Lothian and Borders CJA. The website www.cjalb.co.uk is now established and will be used as a portal to provide information not only on the work of the CJA and its partners but also on the area plan and its progress (see action point **5.1.1**).

The Communications strategy will endeavour to build relationships with local media to promote understanding of offender services. A media response protocol will be agreed between CJA, local authorities, SPS and the police (see action point **5.1.2**).

The strategy will be proactive in engaging with target audiences, consulting with them and seeking feedback. This model has been established during this planning round and will be taken forward as the plan's work streams progress.

Communicating with Victims and families is the essential element of the outcome groups described in Part 2 of this plan (*offender, victim and families' groups*) and will be progressed through the specific action points

Discussion is currently underway with representatives from Colleges of Further Education to explore an idea for engaging the wider community. The proposal would seek to have the subject of 'Community Justice' built into the college curriculum and for it to be initially tested through a programme of night classes. The proposed model would contain input from police, fiscal, victim, social work and SPS perspectives and conclude with role-played sentencing enabling the community to decide the most appropriate outcome for offenders (see action point **5.1.3**).

PART 6 – PERFORMANCE FRAMEWORK

In June 2007, the Accounts Commission published its consultation document Statutory Performance Indicators 2008-09. This document specifies performance measures for local authorities based on the Community, Offender and System Outcomes which underpin the national strategy. Additionally, the CJA is required to monitor the performance of all constituent bodies in light of locally determined strategies and priorities. The combination of these two approaches to performance monitoring will place a significant collation and analytical responsibility on the CJA. For this to be realised the Authority will be required to recruit/employ the specialist skills in performance management/quality assurance that are necessary to fulfil these tasks (action point **6.2**).

In order to establish best practice and best value in the provision of services, the CJA will co-ordinate a programme of benchmarking. This will evaluate various aspects of core services in relation to 'best practice' between constituent councils and other service providers. This will allow all partners to compare their performance and develop plans on how to adopt best practice. Comparison of costing between service providers will also be considered. This series of reviews will be compared with those available through other CJA's and will be used for taking forward the duty of sharing best practice (action point **6.3**).

The CJA is also required to provide assurance that statutory partners, particularly criminal justice social work and Scottish Prison Service have performance management schemes and quality assurance arrangements in place. In fulfilling this requirement, all partners subject to receipt of Section 27 funding and Scottish Prison Service, will be asked to supply assurance that appropriate schemes and arrangements are in place (action point **6.4**).

Discussions have commenced with The Scottish Centre for Crime and Justice Research to understand how their resources can be harnessed to contribute relevant research into the work of the CJA. The focus of this partnership will be translating theory into action in community justice.

Resources

The most significant resource available to further the objectives and priorities of the Community Justice Authority is the level of partnership working described within this plan. Each agency brings resources, expertise and the infrastructure of their organisation which collectively benefit the work of the CJA. Many aspects of this plan are not accompanied by bids for new resources. They are demonstrations of how more effective partnership working and a review of business practices can add value to existing processes. The plan does, however, contain a number of proposals which are designed to build upon the work of effective partnerships. If these proposals meet with the National Advisory Board's approval, costed business plans will be submitted to be considered in light of the spending review.

The CJA is able to demonstrate the added value of partnership by the availability of additional financial, physical, intellectual and personnel resources from:

- Lothian and Borders Police
- Lothian NHS through the provision of Partnerships for Access Towards Health
- Scottish Prison Service for IT and staff expenditure into the Community LINKS centre and making significant resources available for meetings, training and plan development; provision of an SPS CJA Liaison Manager
- Scottish Borders Council
- APEX (Scotland)
- The Robertson Trust

The arrangements for allocating the CJA resources will take account of the priorities agreed through this planning process whilst, at the same time, recognising the constraints imposed by the Section 27 allocation which is significantly committed against the provision of core statutory services. It is, indeed, the delivery of these services, which generates the core allocation. As will be noted in Part 3 of this Plan, (*Supporting the Workforce*) the local authorities regard the current allocation as being inadequate to meet the existing workload and management requirements of statutory work.

The element of allocation that has limited flexibility is in the non-core component which, when statutory services are removed, comprises 17% of the total allocation and is almost entirely committed to purchasing voluntary and independent sector resources.

Currently, an audit of supported accommodation is underway which will contribute to a national initiative to provide adequate housing for offenders. This review will likely suggest some streamlining of provision and, in consequence, some flexibility in resource allocation. The best value and best practice reviews mentioned above will also, in turn, determine whether these purchased services are value for money and meeting the objectives of the CJA.

Action plan

The area plan should include SMART (specific/measurable/achievable/realistic/timed) one year action plans submitted annually for the three years of the plan, showing who is responsible for delivery, the elements of the area plan and when they will be delivered over the 3 year period. The annual action plans should provide the basis for measuring progress on an annual basis. Progress against the plan should be reviewed in the Community Justice Authority's annual report to the Justice Minister; the first of which is due in April 2008.

Action Plan

Part 2 – Offender, Victim & Families Groups

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
2.1 Health & Wellbeing	Continue Health and Wellbeing outcome group to progress key measures 2.1.1 – 2.1.5				April 2008-11	Chief Officer
2.1.1 Increase the accessibility of GP Services to all CJA clients	<p>Increase no of offenders registered with a GP prior to release from Prison or within 2 weeks of order being imposed.</p> <p>Review process for prisoners on remand who attend court and are released without prior warning to SPS therefore missed from system.</p> <p>Long term prisoners are picked up through ICM, however GP is only known if client has medical problem or on medication. Currently referred to CDPS or Homeless Practice. Ideal would be to establish GP for this group.</p>	<p>Review Core Screen data to establish baseline of number of prisoner with or without GP across Scotland.</p> <p>Review data capture by CJSW at Social Enquiry Report stage</p> <p>Once baseline established ongoing monitoring to establish number with GP on release from Prison.</p> <p>Review current process for long term prisoners who have no GP.</p>	Yes link to GP groups to include in strategic planning (NHS Lothian is currently progressing this. NHS Borders currently in discussion look to link with Multiple & Complex Needs group.)	Yes	Introduce over 3 year period with phased approach year 1 -3. Complete data review and establish processes with NHS and set target numbers by end of year 1	Public Health CJA Social Work SPS

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
2.1.2 To improve the transition of health services between prison and the community and vice versa	<p>Base an SPS/NHS health professional in Court who would carry out a full health assessment.</p> <p>The information would then be forwarded to the Prison so that they have it for Admission of the prisoner.</p> <p>Link to be established with NHS to ensure that the SPS/NHS Court based health professional has access to the clients NHS records.</p>	Yes – from Admission information / PR2/GPASS	<p>Yes.</p> <p>Similar models in operation in Falkirk Court & Glasgow in respect of Mental Health nurses.</p> <p>Consider peripatetic approach for larger areas e.g. Scottish Borders.</p>	Yes	2-3 years	<p>SPS</p> <p>Public Health</p> <p>Voluntary Sector</p> <p>Addiction Services</p> <p>NHS Lothian & NHS Borders</p> <p>CJA</p> <p>Social Work</p>
2.1.3 Create alternative treatment models for alcohol related offending / not just advice based.	<p>Develop a multi agency social model compared to DTTO and SACRO.</p> <p>Establish group with expertise in Scotland to develop a programme for use in community and prison.</p> <p>Evaluate residential hostels / ½ way house option and therapeutic treatment in community</p>	Yes - DTTO model would provide a degree of measurement.	Yes	Yes	1-2 years	<p>Multi agency alcohol services</p> <p>CJSW</p> <p>Health</p>
2.1.4 A review of DAAT strategies to recognise offender services as a component of their work	CJA will work with the DAAT's to produce a CJA wide strategy which recognises the need for local differences	Yes	Yes	Yes	<p>Year 1 engage</p> <p>Year 2 Share in DAAT strategic plans</p>	<p>Chief Officer</p> <p>DAAT co-ordinators DAAT Boards</p>

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
2.1.5 Mentally disordered offenders – development of new strategy to better meet needs both in diversion from custody and whilst in custody	CJA will work with relevant agencies to develop an improved model of intervention	Yes	Yes	Yes	Developed model – end of year 1	NHS SPS CJSW Chief Officer
2.2 Employment	Continue employment outcome group to progress key measures 2.2.1 – 2.2.4				April 2008 - 2011	Chief Officer
2.2.1 To engage at the earliest opportunity (for the maximum number of offenders) to improve Offender access to services designed to enhance their employment prospects. This is to include employability case management	Clients are offered access to the service (in jail, in the community)	% of prisoners take up of service	50% of clients offered will take up service	yes	1 year	SPS LSE Contractor Core Project JobCentre Plus CJSW Apex CLAN
2.2.2 Improve Employer engagement with employment services for offenders	A Construction Key Worker Project to be implemented	Start of project and funding secured	Yes	Yes	1 year	SPS Scottish Enterprise Group HMP Edinburgh JobCentre Plus
	Jo Centre Plus to increase engagement role	2 Employer days in HMP Edinburgh			1 year	
	Completion of 'Streetworks'	75% of participants interviewed				
	Employer engagement to inform labour market trends – ie what skill sets are required to focus appropriate training courses.				Within a year	

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
<p>2.2.3. To recognise that the work skills learned through Community Service Orders are an integral part of improved employment prospects</p>	<p>Recognise achievement of activities undertaken</p> <p>Retrain the CS workforce to allow them to undertake training modules for offenders.</p> <p>Recognise skills for health & safety and manual handling.</p>	<p>Track/record completion of activities for each CSO</p>	<p>Yes</p>	<p>Yes</p>	<p>1 Year</p>	<p>CJSW teams</p>
<p>2.2.4 Develop employment prospects through greater understanding of training and work related issues across the CJA taking account of skills deficit and labour requirements</p>	<p>Undertake specialist secondment from APEX (Scotland) to audit and analyse and produce an action plan designed to meet the needs of unemployed offenders.</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>1 year</p>	<p>CJA APEX SPS CJSW</p>
<p>2.3 Accommodation</p>	<p>Continue Accommodation outcome group to progress key measures 2.3.1 – 2.3.3</p>					
<p>2.3.1 Review existing housing advice services to develop a consistent and comprehensive approach to improve access to prisoners in prison and on release.</p> <p>Review & inform as to who can provide the different levels of Advice from signposting through to advocacy.</p>	<p>Provide the knowledge of what an individual needs to do across the whole range of tenancy options.</p> <p>Provide consistent and timely housing advice in all prisons across Scotland (as currently provided in Lothian & Borders prisons)</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>April 2008 - 2011</p> <p>1-2 years</p>	<p>Chief Officer</p> <p>SPS Social Work Housing Foursquare</p>

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
2.3.1 Continued	Establish a process where advice is available at all stages from <ol style="list-style-type: none"> 1. Arrest Referral 2. Social Worker in Court (with support from FourSquare etc) 3. Core Screening stage/PR2 referral to identify tenancies as priority prevention 4. Prison Links Centre 5. Community Links Centre 					
2.3.2 Expand availability of mainstream housing with support for offenders across the CJA. i.e. Private Lets, Private Landlords, Private Leasing, Registered Social Landlords	Provide Homelessness Assessment for every prisoner especially those who are short term. Provide assurance to the housing provider by demonstrating a support network to manage the range of needs of the offender. Manage the transition period from supported accommodation to own tenancy with package of care possibly specialised CJ Social Workers.	Yes	Yes	Yes	Develop over 3 year period	Social Work Housing Voluntary Accommodation Providers SPS

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
2.3.3 Continued	Review opportunity to increase Home Leave accommodation.					
<p>2.4 Offending Behaviour</p> <p>2.4.1 Through the provision of effective, credible & robust community based disposals aim to reduce the proportion of offenders sentenced to 6 months or less</p>	<p>Continue Offending behaviour outcome group to progress key measures 2.4.1 – 2.4.7</p> <p>Review Constructs and other accredited programme availability. Consider need for mentoring / aftercare / buddying on completion of programmes.</p> <p>Develop a basket of care tailored to the individual need through more effective multi-agency working to meet needs of individuals.</p> <p>Measure & Evaluate current community based disposal programmes. Consider age group of 16-18 as programmes are targeted at 18+.</p> <p>Introduce a framework for each Council to adapt to their specific needs</p> <p>Integrate Police information on research/desistence and</p>	<p>Yes –</p> <p>Increase in community based disposals</p>	Yes	Yes	<p>April 2008 - 2011</p> <p>Annual Reporting</p>	<p>Chief Officer</p> <p>CJSW C&F SACRO Other partner agencies COPGS & Scottish Court Service Police</p>

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
2.4.1 Continued	<p>'TAC' model of multi agency working.</p> <p>Integrate health advice/services into programmes for clients & families</p> <p>Carry out strategic review of Social Enquiry Reports.</p>					
2.4.2. Effectively manage sexual and violent offenders through the MAPPA process	<p>All identified sexual offenders managed through the MAPPA process.</p> <p>Move towards same for violent offenders.</p>	<p>Yes –</p> <p>Number of managed offenders reconvicted of sexual or violent offences (& other offending)</p>	<p>Currently gathering these statistics</p>	<p>Yes</p>	<p>Year 1</p> <p>Annual report to CJA and quarterly performance updates</p>	<p>Responsible authorities and duty to cooperate agencies</p>
	<p>Develop governance framework based on Child/Adult Protection model. Ensure MAPPA is integrated into overall Public Protection governance.</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Year 1</p>	<p>Police and CJSW will lead with involvement of NHS, SPS</p>
	<p>Establish clear roles, responsibilities and protocol for all agencies involved.</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Guidance manual published by July 2008</p>	<p>CJSW & Police</p>
	<p>Develop and introduce training and support package for all agencies.</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Package developed and training commenced December 2008</p>	<p>Police/CJSW/ Housing/SPS/ NHS</p>

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
2.4.3 Identify the most effective risk assessment tools and interventions for women offenders	<p>Research and/or develop a gender specific Risk assessment tool for women.</p> <p>Review the appropriateness to women of the current service delivery programmes. Develop gender specific programmes.</p> <p>Introduce a consistent and effective service to women across the CJA.</p> <p>Develop a programme to specifically look at abusive relationships for men and women.</p> <p>Design and deliver training for Social Workers to ensure women offenders are managed appropriately and consistently.</p>	Yes	Yes	Yes	1-3 years	CJSW lead with other partners as required NHS Visitors Centre SPS RMA
2.4.4 New strategic development for the management of young persistent offenders aged 14-18 years	Gain approval and develop new multi-agency model of intervention for this age group providing continuity of care and respite for offenders at risk of secure accommodation or custodial sentence	Yes – Project management approach with all agencies represented	Yes – need is clearly recognised	Yes – if proposal is approved and supported by Children’s Hearing and Sheriff	Approval Nov 07 Funding bid Dec 07 Project description Feb 08 Project Board April 08	LA Youth Justice LA CJSW Includem Venture Trust SPS Children’s Hearing Sheriff Courts

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
2.4.5 Greater use of diversionary practice for less serious or first time offenders	An assessment of need and agency response to SACRO Restorative Justice Model	Yes – Use COPFS to determine usefulness	Yes	Yes – previous experience of model demonstrates good outcomes	1Year	CJA SACRO COPFS
2.4.6 Establish ease of access and a continuity of availability of a range of normative services that offenders require in their transition from custody into the community	Put in place model of evaluation and monitoring which supports the development of the Community LINKS centre and uses findings to expand use of this model both locally and nationally	Yes	Yes	Yes	First evaluation April – October 2008	Chief Officer SACRO City of Edinburgh
2.4.7 Establish ease of access and a continuity of availability of a range of normative services that offenders require in their transition from custody into the community	Increase the number of 'local' existing and new prison places that are made available to 'local' prisoners on a progressive scale	Yes	Yes – although recognition that other significant national factors may delay the strategic intent	Yes – whilst recognising the constraints that SPS are under	Set targets April 2008	SPS Chief Officer
2.4.8 Make available to all Courts in the CJA an effective model of challenging men who use violence in domestic settings	Develop the existing Domestic Violence Probation Programme and make available across the CJA and adopting accredited model of intervention when available. Increase the capacity of the existing Edinburgh and West Lothian sites.	Yes – by year 3 have this programme available to all Courts in the CJA	Yes – if resourced	Yes	Commence year one with three year roll-out	CJSW

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
2.4.9 Improved access to literacy and numeracy provision in the four areas of offenders' lives –private, family, community and work	Enhanced programme in prisons, Community LINKS and those offenders on community disposals	Yes – number of programmes delivered year on year	Yes - with resourcing	Yes	Phased over three years	CLAN SPS CJSW SACRO
2.5 Victim Outcomes						
2.5.1 Identify and assess the range of support services for victims of crime in the Lothian and Borders area and consider the way in which victims access support and the referral process to/from organisations	To ensure that practitioners' understand what services are available so that victims needs can be best met. To ensure that support services have recognised outcomes and achieve best value, possibly through accreditation and audit. To explore the possibility of a victim centred 'one stop shop' approach.	Yes	Yes	Yes	Year 1	VSS and other agencies as appropriate
2.5.2 Develop a CJA training strategy in terms of the needs of victims' of crime.	To establish a CJA training sub-group to address 'cross-agency' issues. To ensure that training in assessing the needs of victims is provided to appropriate personnel within organisations, and that it is relevant and to a standard capable of audit.	Yes	Yes	Yes	Year 1	CJA training sub group and police, SPS and CJSW Training and Development Co-ordinators.

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
2.5.3 From a diversity perspective, consider the level of access by victims' of crime to support services.	To ensure that support services are open and available to all who need them. To ensure that uptake of support services is audited.	Yes	Yes	Yes	Year 1-2	VSS, and other support services, Police & COPFS
2.6 Families Outcomes 2.6.1 Support to Families affected by imprisonment for their own needs and in their own right	Develop the availability of an independent visitor centre type model of support based on 1:1 relationships which build trust and are complimentary to other roles eg social workers, family contact officers Develop and implement an effective information strategy based on the requirement for each element of the criminal justice system to assess the impact of their role and interaction with the offender on the offenders family and consequently proactively identify and provide accessible information for families	Yes	Yes	Yes	Extend existing temporary funding by 12 months to ensure sufficient development period to evaluate and identify key features of support model. Review & plan rollout potential in line with use of prison estate at that time	Salvation Army SPS CJSW

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
<p>2.6.2. Mitigation of the impact of imprisonment through provision of information (directly meets community outcome on families)</p>					<p>First 12 months – secure commitment of key players, scope issues, review existing info delivery structures. Develop training</p>	<p>P/T 18 month development and coordination secondment would need to be sourced from one of the agencies involved.</p>
<p>2.6.3 Aim to ensure that agencies out with the justice system are aware of the impact of imprisonment on families and are able to respond / refer accordingly</p>	<p>Develop & deliver training, awareness raising and practice guidance for the range of non-justice agencies on the impact of imprisonment on families, including health, education, benefits, housing, VOs, community education, Children’s Panels and LAs.</p>				<p>6 months – identify the agencies and their relevant training structure and develop targeted materials. 12 months – delivery to training professionals within agencies to embed key messages in ongoing sustainable delivery.</p>	<p>Families Outside could deliver with additional resources.</p>

Part 3 – Working in Partnership

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
3.1.1 Establish integrated Community Planning mechanism	Ensure the planning and strategic function of the CJA is reflected in the Community Planning mechanism of five local authorities and their respective Chief Executives	Yes- although this remains a long-term ambition both reasons to do with the planning cycle and in recognition of the range of services that will require co-ordination	Yes	Yes	3years	Chief Officer Chief Executives
3.1.2 Establish integrated Community Health Partnership planning mechanism	Ensure the planning and strategic function of the CJA is reflected in the Community Health Partnership structure of the two NHS Boards and their respective Chief Executives	Yes	Yes	Yes	3years	Chief Officer Chief Executives
3.1.3 Development of information sharing processes for improvement in sharing responsibility and better case management	Review of data sharing requirements and ultimately lead to a proposal for a new system of data collation	Yes	Yes	Yes	3years	Local Authorities IT section SPS Police
3.1.4 Development of network of specialist resources	Research and review all existing voluntary/independent sector providers and gaps in provision	Yes	Yes	Yes	2 years	Robertson Trust CJA APEX SPS

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
3.1.5 Ensure high standard of contractual arrangements between purchasers and providers and explore opportunities for establishment of best practice	Under take review of all existing SLA's/contracts with a view to standardisation, reduction in duplication and simplification	Yes	Yes	Yes	3years	CJA CJSW Voluntary/ independent sector

Part 4 – Developing & Supporting the Workforce

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
4.1.1 Development of integrated training plan across CJA understanding needs of all service providers and establishing shared training practice	Use resources of agencies to audit and plan training needs of workforce recognising both the national band local training agenda	Yes	Yes	Yes	1year	Training and development post SPS L&B Police Independent/ Voluntary providers
4.1.2 Ensure integrated service and staff development allowing emergence of best practice and sharing across agencies	Develop model of service planning commenced through planning phase. This brings together agencies and staff to develop specific services and share skills.	Yes	Yes	Yes	1 year ongoing	All core partners

Part 5 – Communication Strategy

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
5.1.1 establish means of communication to inform on work and purpose of the CJA	Use the newly established CJA website to promote both the CJA and its partners and act as a portal for information relating to the CJA, its activities, achievements against the area plan and to receive feedback from the community	Yes – measure activity and contact	Yes	Yes	Ongoing	CJA
5.1.2 using media to communicate purpose of CJA and to inform public of range and benefits of justice services	Make direct contact with each of the local media across the CJA, link with formal launch of the CJA and supply 'copy' designed to be of local interest	Yes- level of uptake	Yes-recognising limitations of media.	Yes	Commence autumn 2007 ongoing	Chief Officer
5.1.3 engaging the wider community in understanding the function of justice agencies and sentencing options	Explore the development of 'Community Justice' as a curriculum interest with colleges of further education	Yes	Yes – within the constraints of curriculum interest and ability to develop	Yes	Report progress in 1year	Chief Officer Colleges

Part 6 – Performance Framework

Key Measure	Specific	Measurable	Achievable	Realistic	Timescale	Who to deliver?
6.1 Integrated Case Management	Focus upon multi-agency co-operation to significantly improve performance	Yes – Use quarterly measurement tool to establish compliance. Aim to have increasing rate of compliance year on year	Yes	Yes	Year 1 - 90% compliance Year 2 - 95% Compliance Year 3 maintained compliance	SPS & CJSW
6.2 Increase CJA capacity to undertake performance management and quality assurance function	Employ specialist resource to undertake performance management and quality assurance functions	Yes	Yes	Yes	Immediate-ongoing	CJA
6.3 Establish best practice and best value in the provision of services	Undertake Benchmarking exercise across main service areas of CJSW service provision	Yes	Yes	Yes	Years 1&2	CJA CJSW
6.4 Ensure that SPS CJSW, and partners in receipt of Section 27 funding have performance management and Quality Assurance in place	Seek assurance that appropriate arrangements are in place from CJSW and SPS for their services and with whom they contract	Yes	Yes	Yes	Year 1	CJA CJSW SPS

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2. SPS Monthly Statistics (*February – May 2007*) Key Fact (Pgs 3&8)
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5. SCRA Annual Report 2005/06 ANNEXE G(i) & (ii)
6. Lothian Labour Market Bulletin, York Consulting
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10. Scottish Executive Statistical Bulletin
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12. Audit Scotland Performance Indicators 2005/06 ANNEXE D(vii)
13. Scottish Prison Service ICM data
April – June 2007 ANNEXE F(i), (ii)

Glossary

1. MAPPA – Multi Agency Public Protection Arrangements
2. DTTO – Drug Treatment & Testing Orders
3. ViSOR – Software system to capture data on high risk offenders
4. SPS – Scottish Prison Service
5. ICM – Integrated Case Management
6. SACRO – Charity & Company limited by guarantee that delivers high quality services to reduce conflict and offending
7. LINKS Centre – Multi agency centre based at HMP Edinburgh to provide support and access to services
8. Community LINKS Centre - Multi agency centre based at Epworth Halls to provide support and access to services
9. CJA – Community Justice Authority
10. CS – Community Service – a Community Order which is a direct alternative to custody involving a set amount of hours doing unpaid work in the community, as determined by the Court
11. Probation – Community Order that is designed to focus on offending behaviour. It can include elements of unpaid work and other additional conditions, for example attending Group work
12. PR2 – Electronic prisoner record system used by SPS
13. CJSW – Criminal Justice Social Work
14. VOs – Voluntary Organisations
15. LAs – Local Authorities
16. SLAs – Service Level Agreements
17. VSS – Victim Support Scotland
18. COPFS – Crown Office Procurator Fiscal Service
19. CLAN – CLAN Edinburgh is a partnership project funded by the Scottish Executive, led by City of Edinburgh Council to increase the number of people confident about using English and Maths in their everyday lives.

ANNEXE

ANNEXE A



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Scottish Borders Council Andrew Lowe, Marian Gray, Stella Everingham, Ian Wilkie, Anne Isles, Michael Cook, David Hume, Margaret Ross, Phil Daly, Kathleen Mason, Lorna Tweedie, Lynn Young, Steve Wyper, Rab Butler, Dawn Elliot, Neil Cameron, David Elliot, Ian Hickman, John McNulty, Fiona Johnston, Sandy Scott, Janice Snowball, Alan Bowman, Diane Nichol, Diana Maclean

Scottish Executive Valerie Macniven, Henry Snedden, Elizabeth Carmichael, Randall McTaggart, Janet Sneddon, Maurice Williams, Sally Thompson, Morag Robertson, Nick Bland, Mark McSherry, Gareth Brown

Sheriffs EG Bowen Q.C, Graeme Fleming, TAK Drummond, P Gillam, R Davidson, Andrew Bell, JD Allan, RG Craik Q.C, JA Farrell, JMS Horsburgh Q.C, MLE Jarvie Q.C, A Lothian, KEC Mackie, NJ Mackinnon, DWM McIntyre, N McPartlin, JCC McSherry, NMP Morrison Q.C, IA Poole, IC Simpson, MM Stephen, CN Stoddart PhD

RMA Roisin Hall, Joanne McFarlane

FamiliesOutside Angela Morgan, Elaine Stalker

SCRA Margaret Cox, Michael Schaffer

Includem Ian Bell, Claire Gibson, Sandy Jamieson

VentureTrust Greg Barton, Joe Connolly, Mary Lewis, Louise Dall

MAPPA Rona Fraser, Helen Boyle, Bob Thomson, Mark Henderson

APEX Bernadette Monaghan, Marjory Frew, Phillip Dunion, Jenny Bew, Aileen Macdonald, Jed McEneaney

Scottish Courts Gordon McKeand, Neil Robertson, Eric McQueen, David Fyfe, Mike Bonar

Newbattle Abbey College Sarah Thomson

SPS Eric Murch, Sue Brookes, Michael Ewart, Dan Gunn, Jim Dustan, Fiona Delaney, Heather Gourlay, Owen Masterston, Stephan McAlpine, Barry Fowler, Garry Waddle, Derek McLeod, Bill Slater, Mike Inglis, Heather Keir, Jim King, Fraser Munro, Natalia Pawlick, Karen Norrie, Rona Sweeney, Andrew Fraser, James Chisholm, Tony Simpson, Tom McMurchie, Ed Wozniak, Chrissie McGeever, Audrey Park, Malcolm Grant

NHS Raj Darjee, John Boyce, Yvonne Dalziel, Phil Mackie, Pat Murray, John Barbour, Mike Massaro Mallison, Karen Lee, Irene Morris

Scottish Parliament Callum Chomczuk, Kenny McAskill

Four Square Caroline Ferguson, Euan Robson
NHS Borders John Glennie, Julie Murray
Sacro Keith Hastie, Ian Norman, Margaret Munro, Sue Matheson, Chris Wheeldon, Steven Morton, Lucy Florquin, Keith Simpson
Lauder College Martin Laidlaw
Dr NancyLoucks
Bordnet Peter Lorimer, Elaine Wilson, Douglas Hardie
L&B Police Craig Naylor, Neil Richardson, David Strang, Derek Renwick, Gary Flannigan, George Simpson, Peter Gargett, Douglas Imery, Colin Peebles, Eileen Flockhart
Capital City Partnership Matthew Crighton
CLAN Gillian Lawrence
Turning Point Martin Bonnar, Netta McIver
Gillsland Ltd Malcolm McEwan
NST George Irvine, Alec Spence
Childrens Reporter Michael Schaffer, Margaret Cox
JobCentre Plus Julie Skelton
Faith in the Community Martin Johnstone
Tweed Horizons Joy Jardine
NAB Neil Hutton, Vivien Stern, Jacqui Watt, Jeanie Felsing, Roy Robertson, Richard Sparks, Jemma Lennox, Neil Hutton, Peter Raynor, Sandy Cameron, Norman McFadyen, Harry McGuigan, Andrew Coyle, Alan Baird, Tony Cameron, Tom Halpin, Jemma Lennox, Robert Gordon, Rab Murphy
State Hospital Ed Finlayson
South Ayrshire Council Alistair Gilmour
Barnardos Jim Wallace
Care Commission Lorne Findlay
SWIA David Rowbotham, Marc Hendrikson
Kalyx Fernley Hex
Salvation Army Kerry Watson, Major Bob McIntyre
ICM Elise Birks
Restorative Practices Alan Hamilton, Rob McKay
Barony Brenda Agnew, Denis Trueland, AnnClary
Kilmarnock Prison Wendy Sinclair
Glasgow CJA Anne Connolly, Jennifer Mohan
Southwest Scotland CJA Jacqui Clinton, Aylice Millar
Northern CJA Philip English, Christine Milligan
North Strathclyde CJA Dorothy Hawthorn, Vicky Shields
Fife&Forth Valley CJA Anne Pinkman, Katy Stanley, Jo Knox
Tayside CJA Doreen Peat, Abigail MacNiven
Lanarkshire CJA Tony McNulty, Julie Austin
The Scottish Centre for Crime & Justice Research Sarah Armstrong, Margarot Malloch

Description of existing CJA staff and other resources managed, including future plans

The Lothian and Borders CJA employ a Chief Officer and a Personal Assistant. The posts are jointly located at the Justice Centre in Peebles, which provides the administration centre for the CJA including accommodation for the staff and SPS CJA Liaison Manager.

Future plans include:

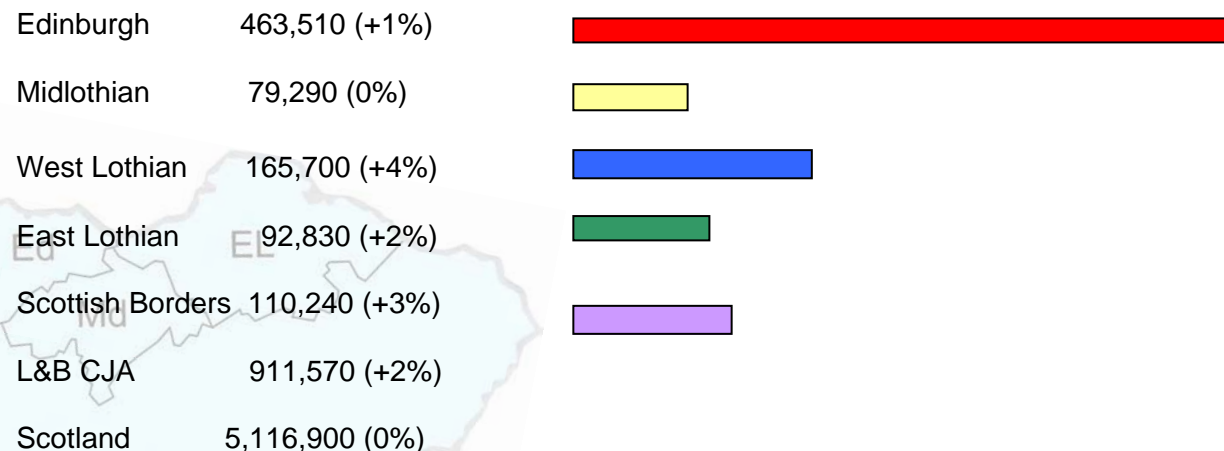
- the recruitment of a performance management and quality assurance officer
- the temporary secondment of an APEX employee to undertake an analysis of offender employment issues
- a two year contract to be recruited and resourced by partner agencies of an analyst to profile the needs and provision related to the voluntary/independent sector

Lothian & Borders Community Justice Authority Population profile

POPULATION

(% increase by 2011)

Male 48.1%
Female 51.9%



AGE DISTRIBUTION

Scottish Borders

	Average Age	% under 16	% working age	%pension age
Edinburgh	40	14	65	21
Midlothian	41	19	58	23
West Lothian	39	20	61	19
East Lothian	42	19	56	25
Scottish Borders	43	17	55	28
SCOTLAND	41	17	59	24

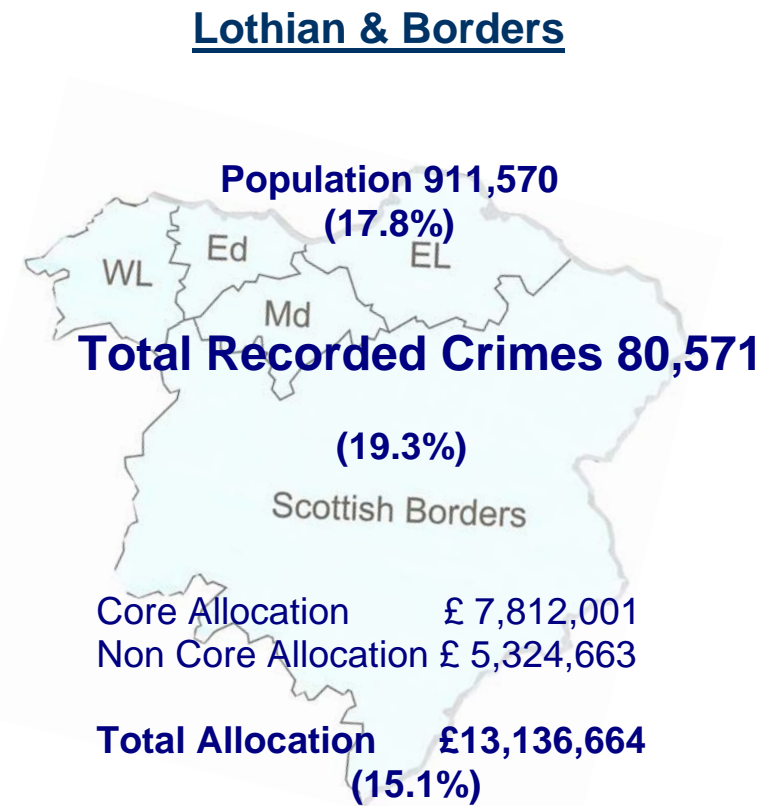
% UNEMPLOYED

(April 2007)

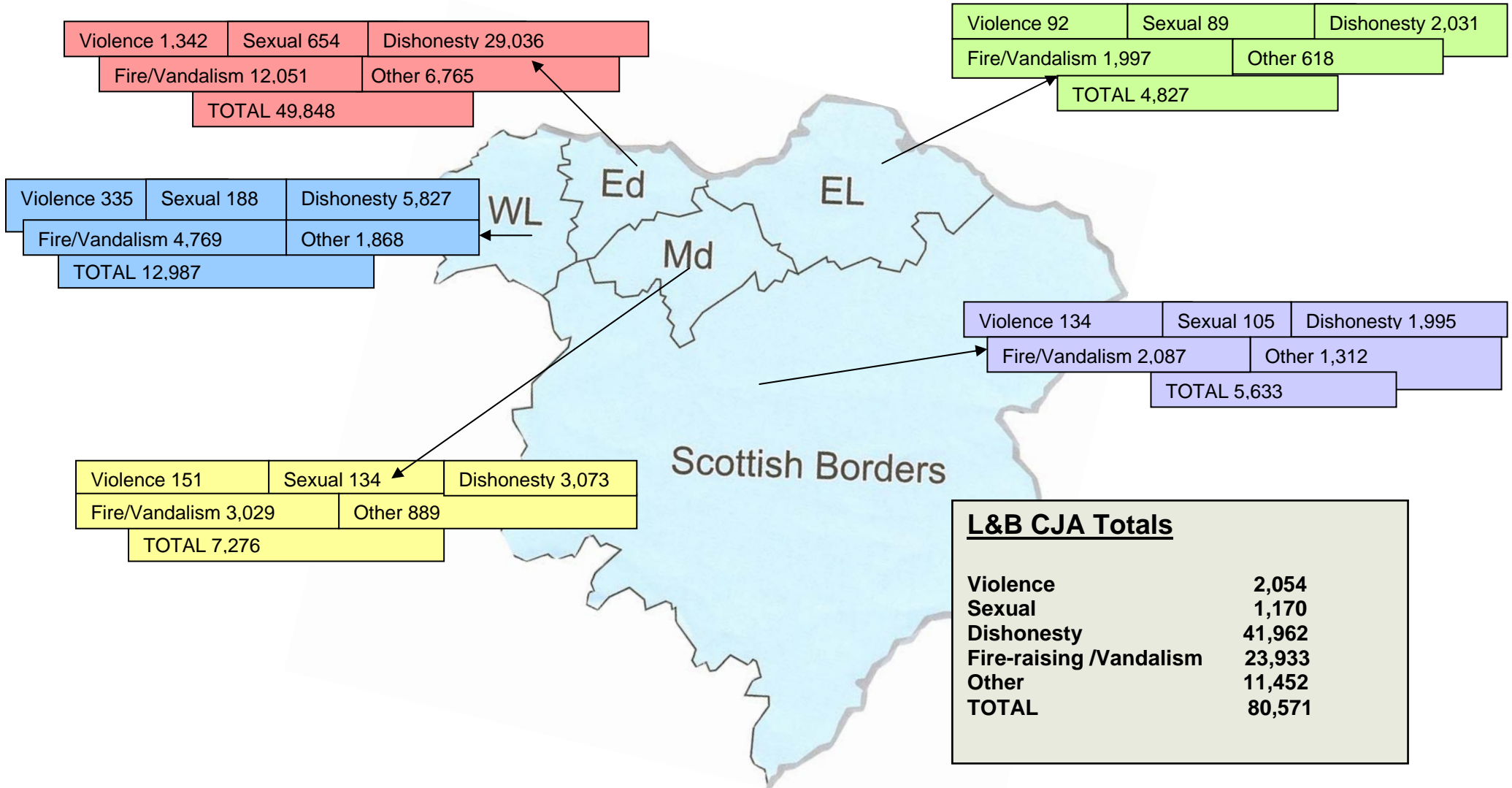
Edinburgh	2.0%
Midlothian	1.8%
West Lothian	2.4%
East Lothian	1.3%
Scottish Borders	1.3%
SCOTLAND	2.6%

Lothian & Borders Community Justice Authority

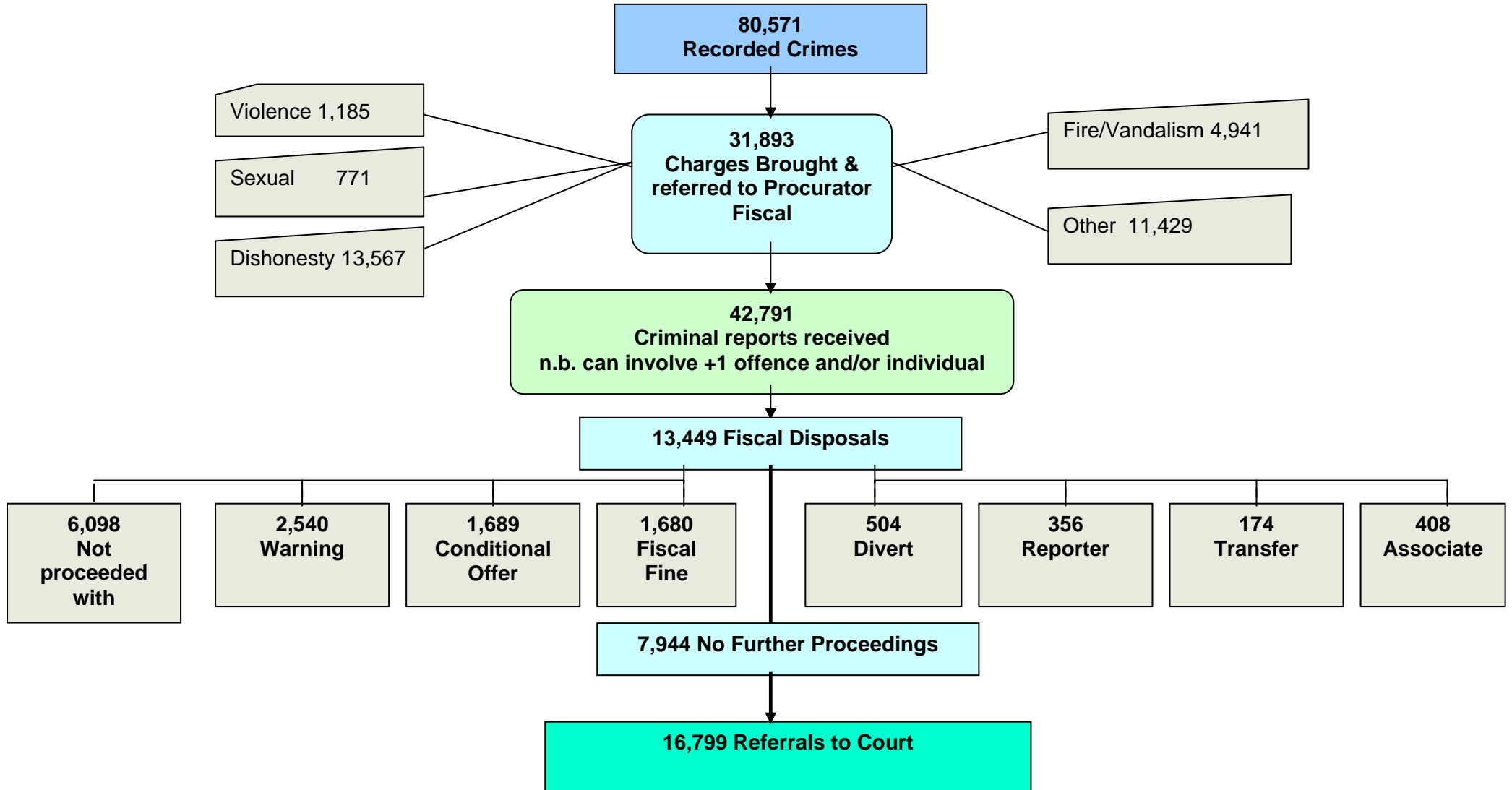
Comparative Analysis of Recorded Crime & CJA Budget



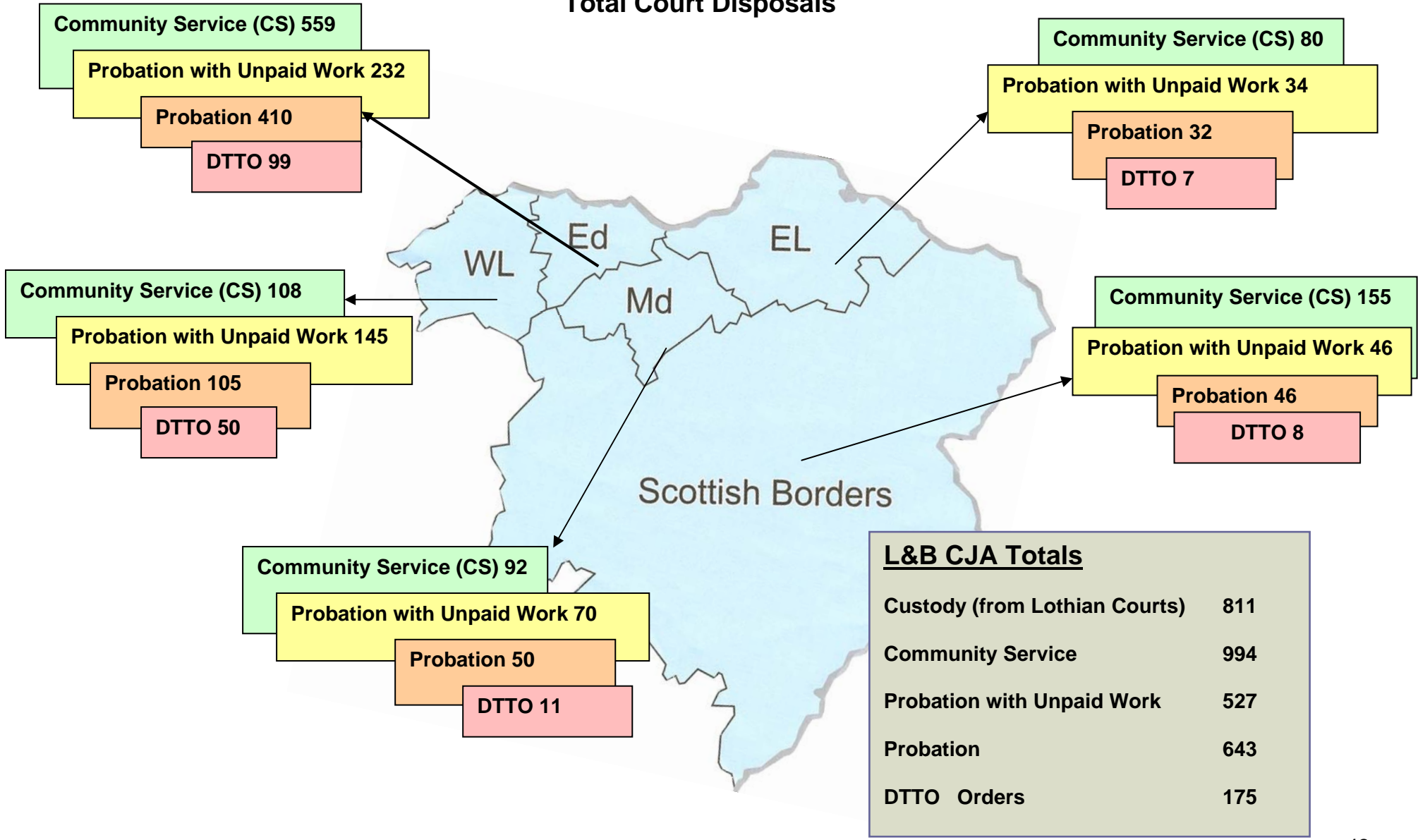
Lothian & Borders Community Justice Authority Recorded Crime Profile



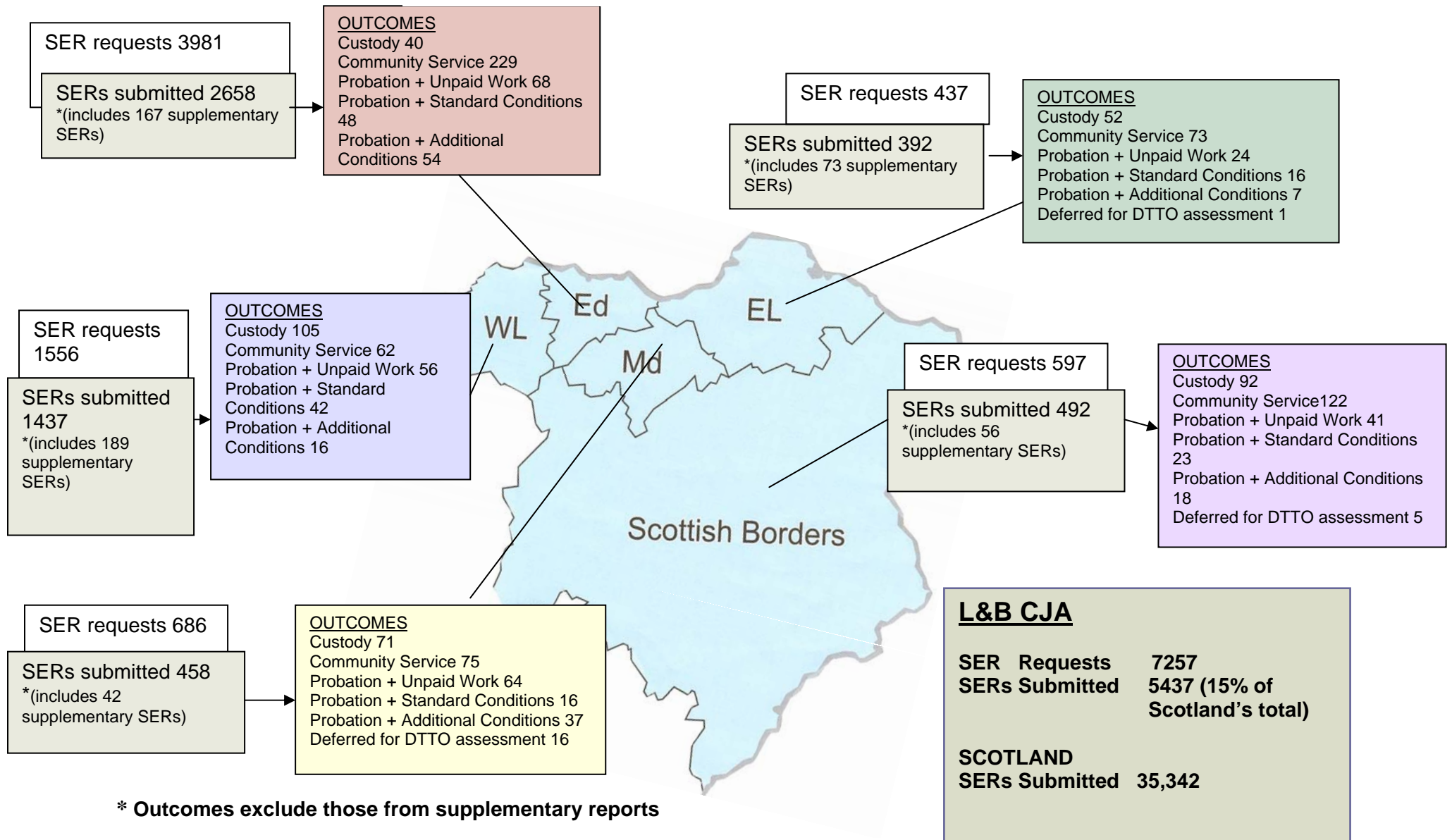
Lothian & Borders Community Justice Authority Criminal Justice Process



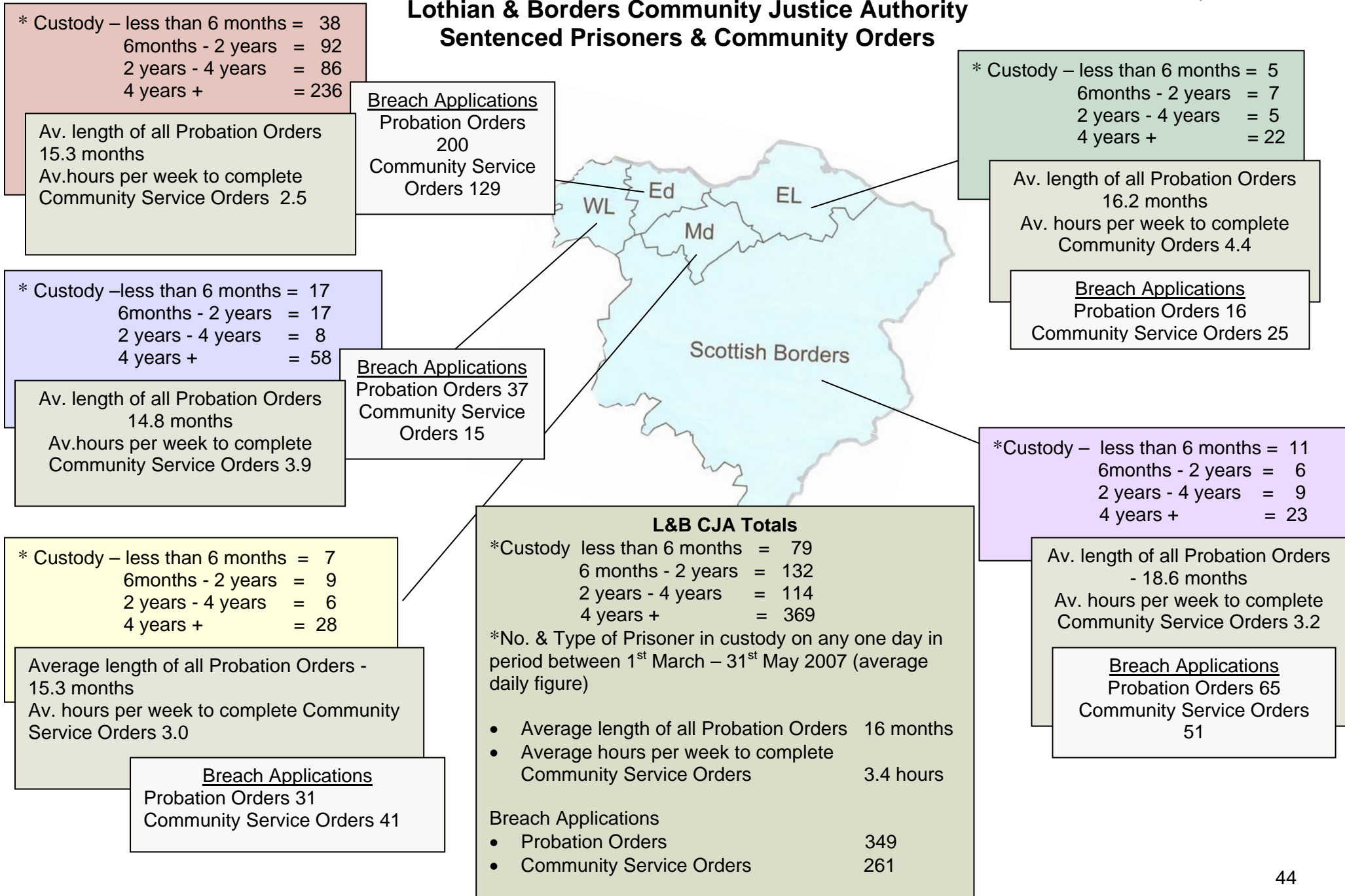
Lothian & Borders Community Justice Authority Total Court Disposals



Lothian & Borders Community Justice Authority Social Enquiry Reports (SER) & Key Outcomes

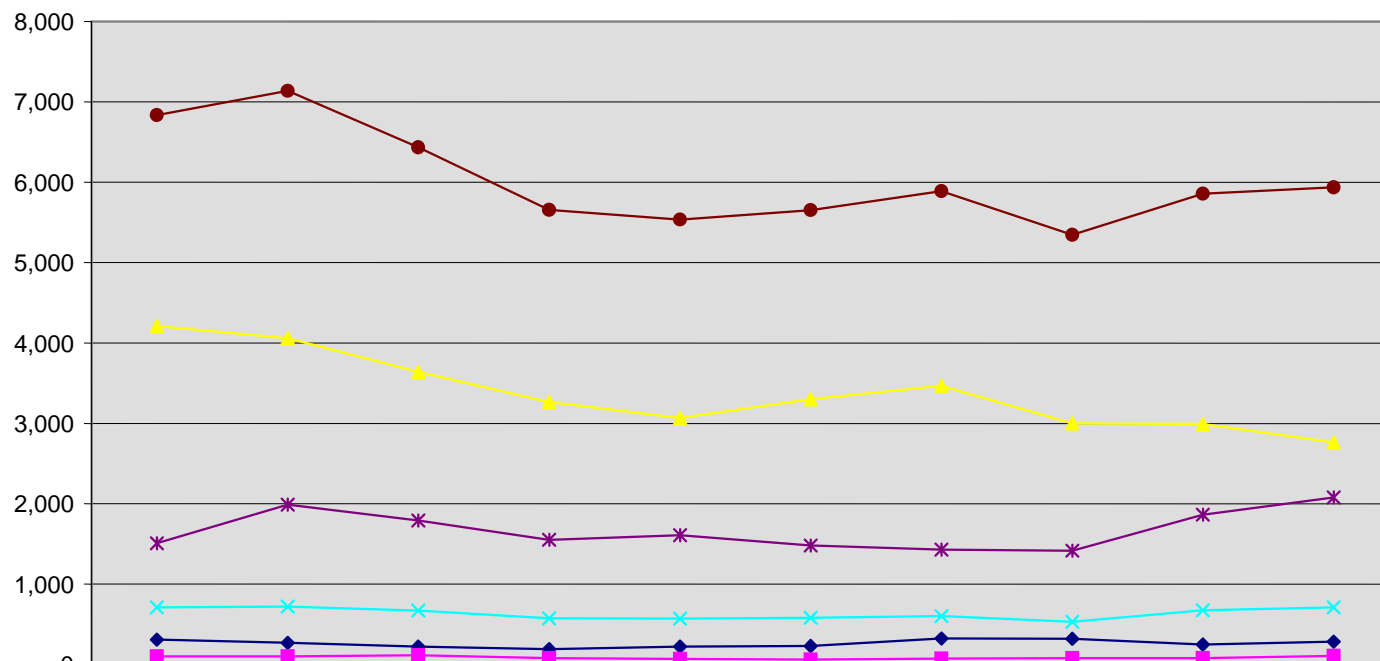


Lothian & Borders Community Justice Authority Sentenced Prisoners & Community Orders



Lothian & Borders Community Justice Trend Analysis

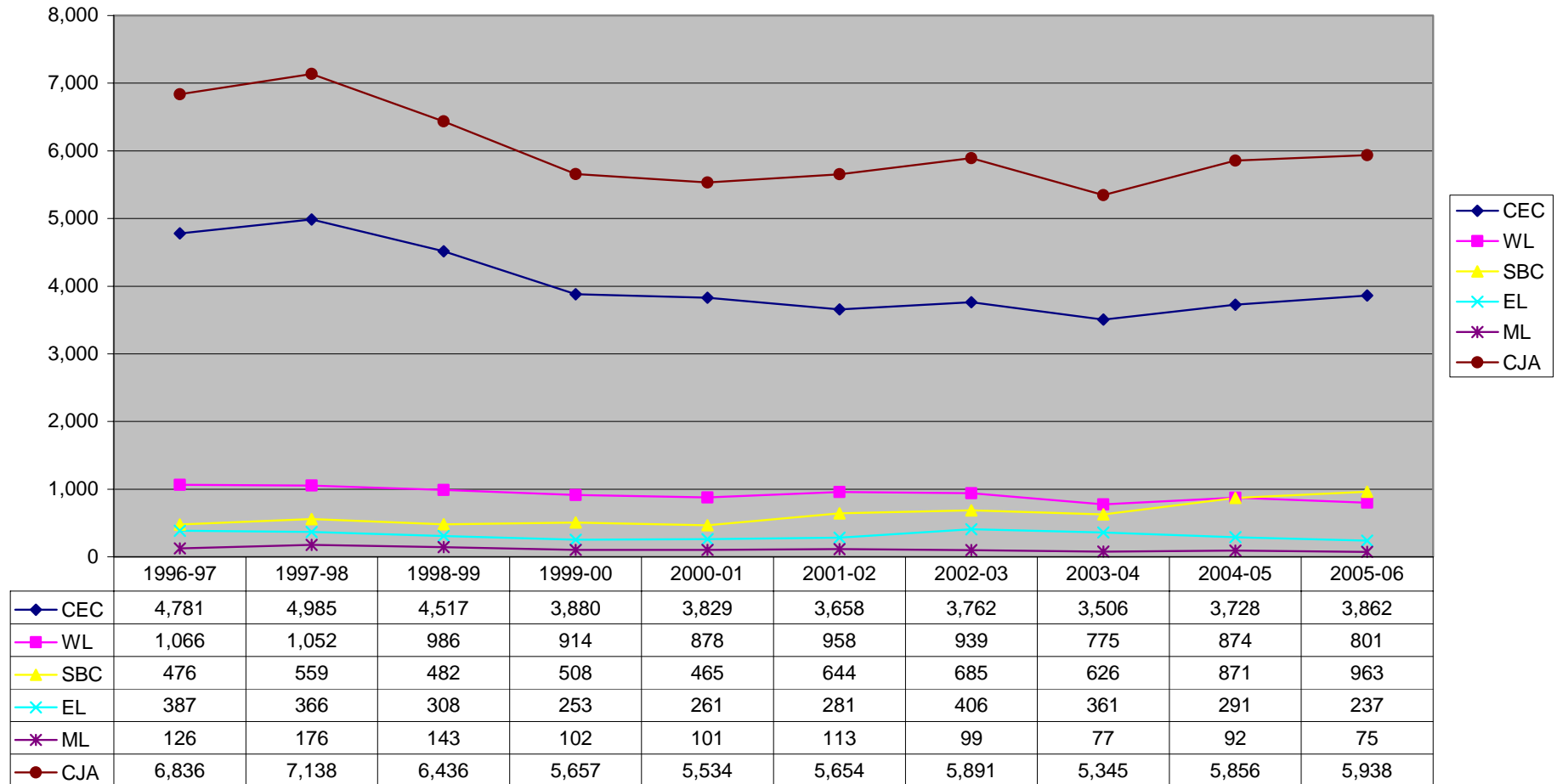
**Convictions in Lothian and Borders
1996/97 - 2005/06**



	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
◆ Non-sexual crimes of violence	309	269	222	189	222	230	321	319	247	283
■ Crimes of indecency	99	101	114	80	68	61	72	80	80	107
▲ Crimes of dishonesty	4,210	4,060	3,639	3,264	3,068	3,301	3,468	2,999	2,993	2,762
× Fire-raising, vandalism, etc	710	719	669	573	568	581	602	531	672	708
* Other crimes	1,508	1,989	1,792	1,551	1,608	1,481	1,428	1,416	1,864	2,078
● All crimes	6,836	7,138	6,436	5,657	5,534	5,654	5,891	5,345	5,856	5,938

Lothian & Borders Community Justice Trend Analysis

Convictions in Lothian and Borders 1996/97 - 2005/06



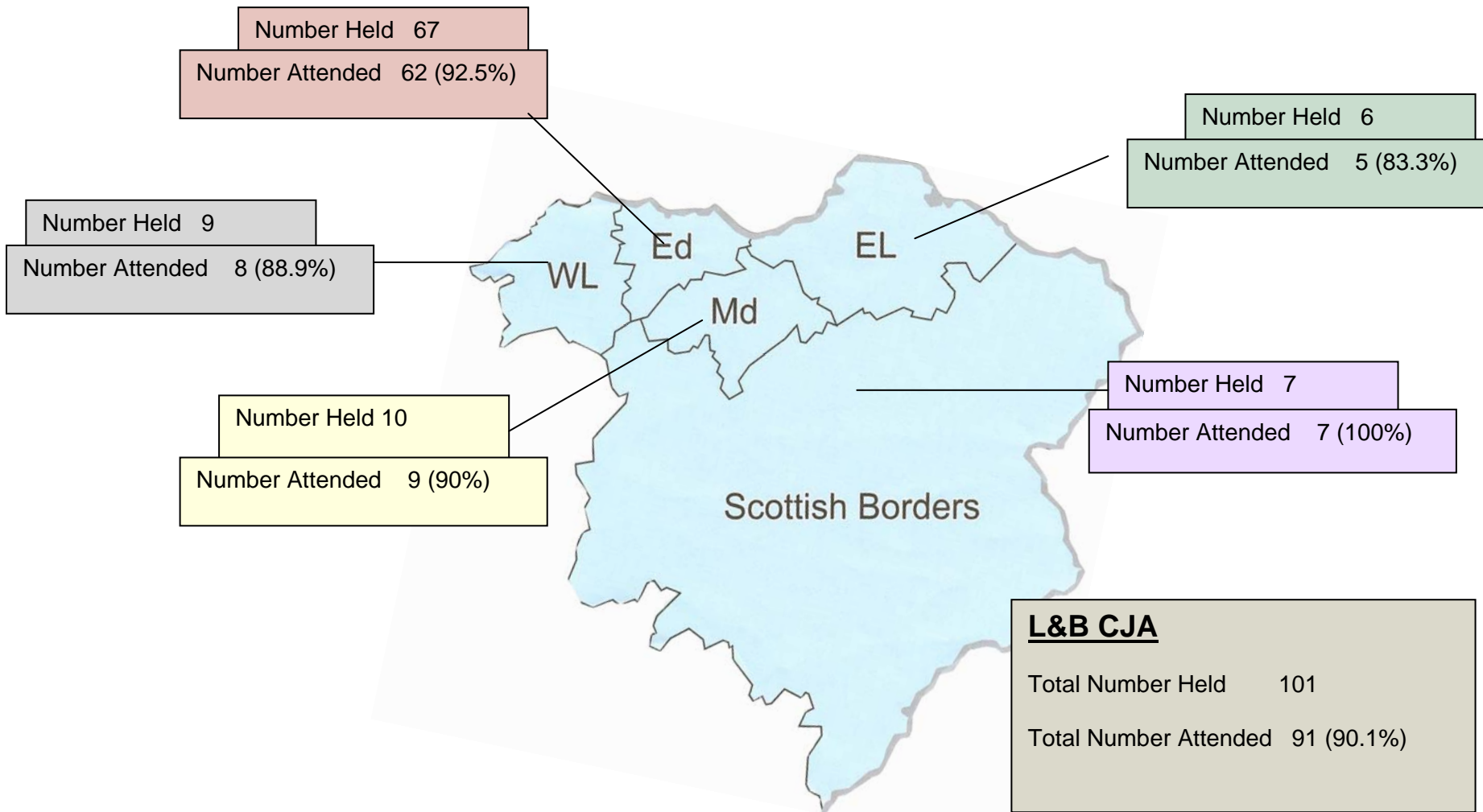
**Lothian & Borders Community Justice
Broad Resource Needs Analysis
From the Action Plan**

Action Point	Action	Anticipated Resource Needs
2.2.3. To recognise that the work skills gained through Community Service Orders are an integral part of improved employment prospects	Enhance skill set of Community Service supervisors to enable them to train/assess offenders work skills with a view of issuing certificate of achievement for use in gaining employment	Training costs x 20 supervisors
2.3.2 Expand availability of mainstream housing with support for offenders across the CJA. i.e. Private Lets, Private Landlords, Private Leasing, Registered Social Landlords	Manage the transition period from supported accommodation/custody to own tenancy with package of care	Ability to use funding for accommodation to support tenancies during short-term custody. Employment of specialist housing/CJ workers to manage the housing transition
2.3.3 Review funding and access to supported accommodation to ensure availability and access to all 5 councils	Complete Offender Accommodation Audit by March 2008. It is likely that this together with completed national audit will have implications for the resources required nationally	Not costed but significant
2.4.1 Through the provision of effective, credible & robust community based disposals aim to reduce the proportion of offenders sentenced to 6 months or less	Roll out of constructs across the CJA and enhance existing West Lothian scheme	Delivery of accredited programmes exceeds in cost the amount currently available for Probation supervision. The use of this model will need to be costed for delivery in 5 councils
2.4.4 New strategic development for the management of young persistent offenders aged 14-18 years	Gain approval and develop new multi-agency model of intervention for this age group providing continuity of care and respite for offenders at risk of secure accommodation or custodial sentence	Part funded through existing resources to Venture Trust and current purchasing arrangements by local authorities. However to provide comprehensive CJA wide proactive service based upon advanced case planning additional financial resources are required. Costings will be available if proposal approved.

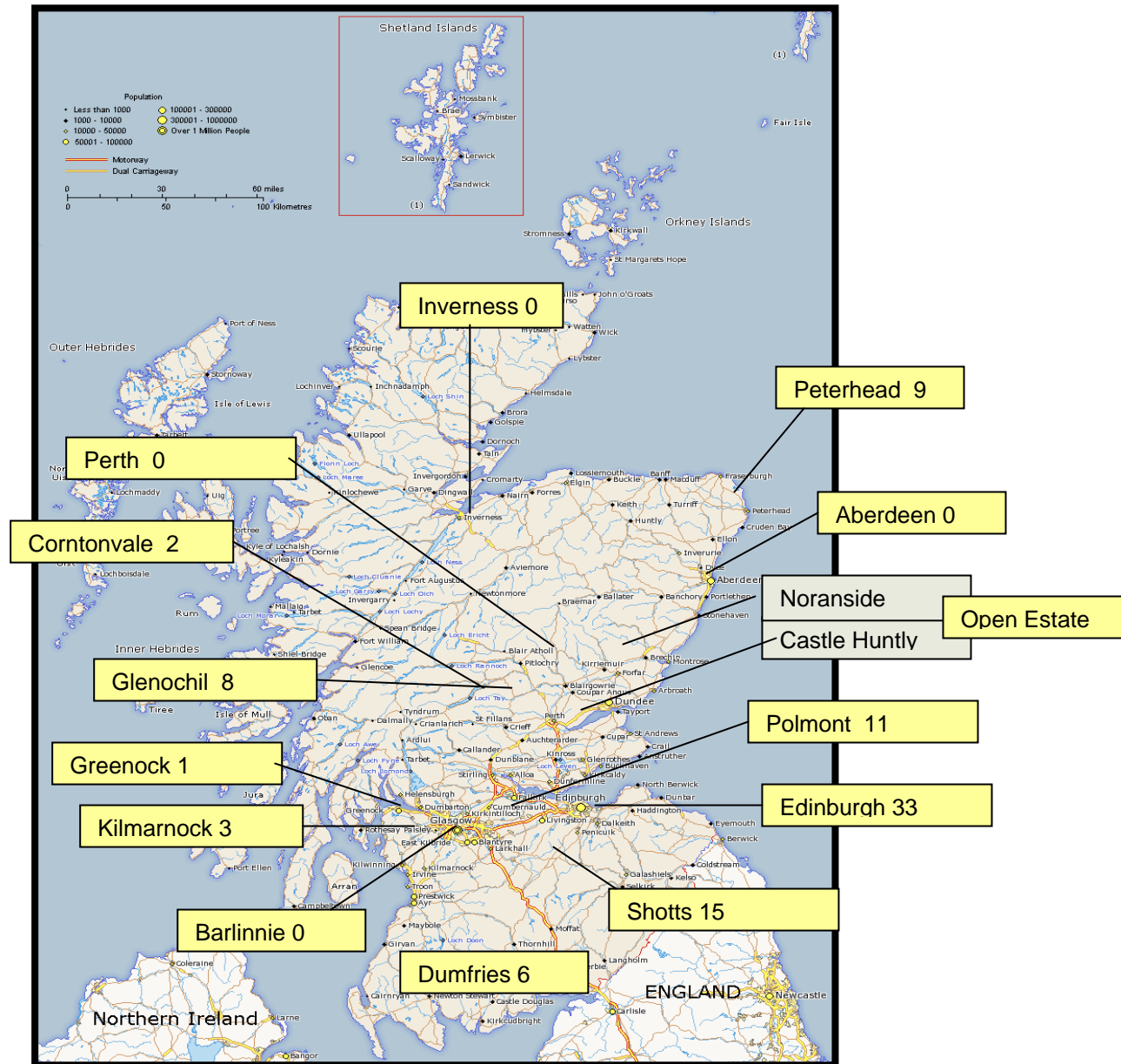
ANNEXE E continued

<p>2.4.6 Establish ease of access and a continuity of availability of a range of normative services that offenders require in their transition from custody into the community</p>	<p>Put in place model of evaluation and monitoring which supports the development of the Community LINKS centre and uses findings to expand use of this model both locally and nationally</p>	<p>This project will require funding beyond its pilot phase and should be subject to a fresh bidding process</p>
<p>2.4.8 Make available to all Courts in the CJA an effective model of challenging men who use violence in domestic settings</p>	<p>Develop the existing Domestic Violence Probation Programme and make available across the CJA and adopting accredited model of intervention when available. Increase the capacity of the existing Edinburgh and West Lothian sites.</p>	<p>Four full time social workers or equivalent plus on-costs</p>
<p>2.4.9 Improved access to literacy and numeracy provision in the four areas of offenders' lives – private, family, community and work</p>	<p>Enhanced programme in prisons, Community LINKS and those offenders on community disposals</p>	<p>Part funded through Adult Literacy and Numeracy strategy. Enhancement required to extend across CJA and additional prisons.</p>
<p>2.5.2 Develop a CJA training strategy in terms of the needs of victims' of crime.</p>	<p>To establish a CJA training sub-group to address 'cross-agency' issues. To ensure that training in assessing the needs of victims is provided to appropriate personnel within organisations, and that it is relevant and to a standard capable of audit</p>	<p>Multi-agency training programme costs for trainer, venue etc.</p>
<p>2.6.1 Support to Families affected by imprisonment for their own needs and in their own right</p>	<p>Develop the availability of an independent visitor centre type model of support based on 1:1 relationships which build trust and are complimentary to other roles eg social workers, family contact officers</p>	<p>Additional support to Families Outside required.</p>
<p>3.1.3 Development of information sharing processes for improvement in sharing responsibility and better case management</p>	<p>Review of data sharing requirements and ultimately lead to a proposal for a new system of data collation</p>	<p>The IT resources would be considerable and will require a national strategy beyond the CJA</p>

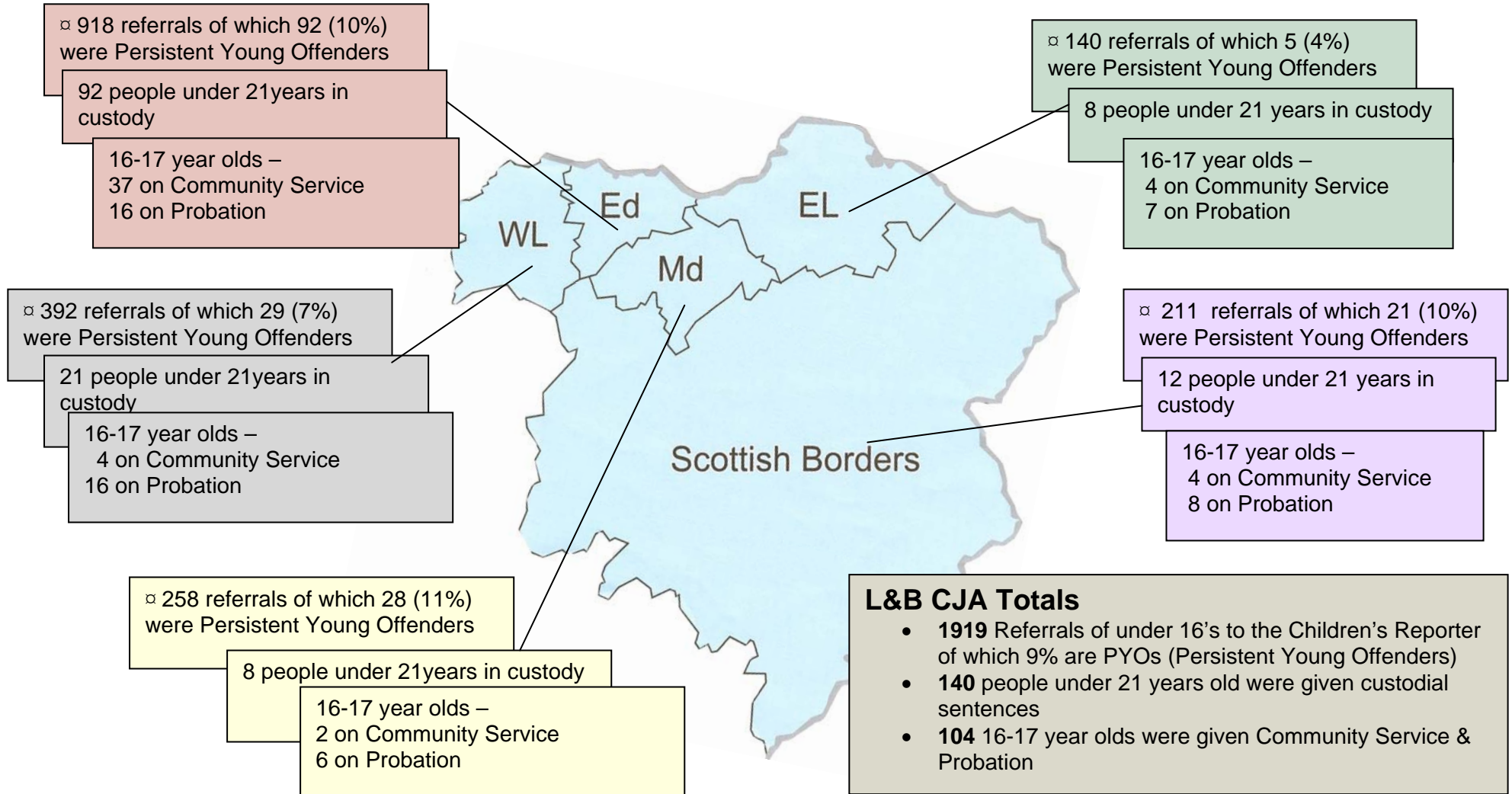
Lothian & Borders Community Justice Authority Integrated Case Management Meetings held April – June 2007



Lothian & Borders Community Justice Authority Integrated Case Management Meetings By Prison: April – June 2007



Lothian & Borders Community Justice Authority Young Offenders



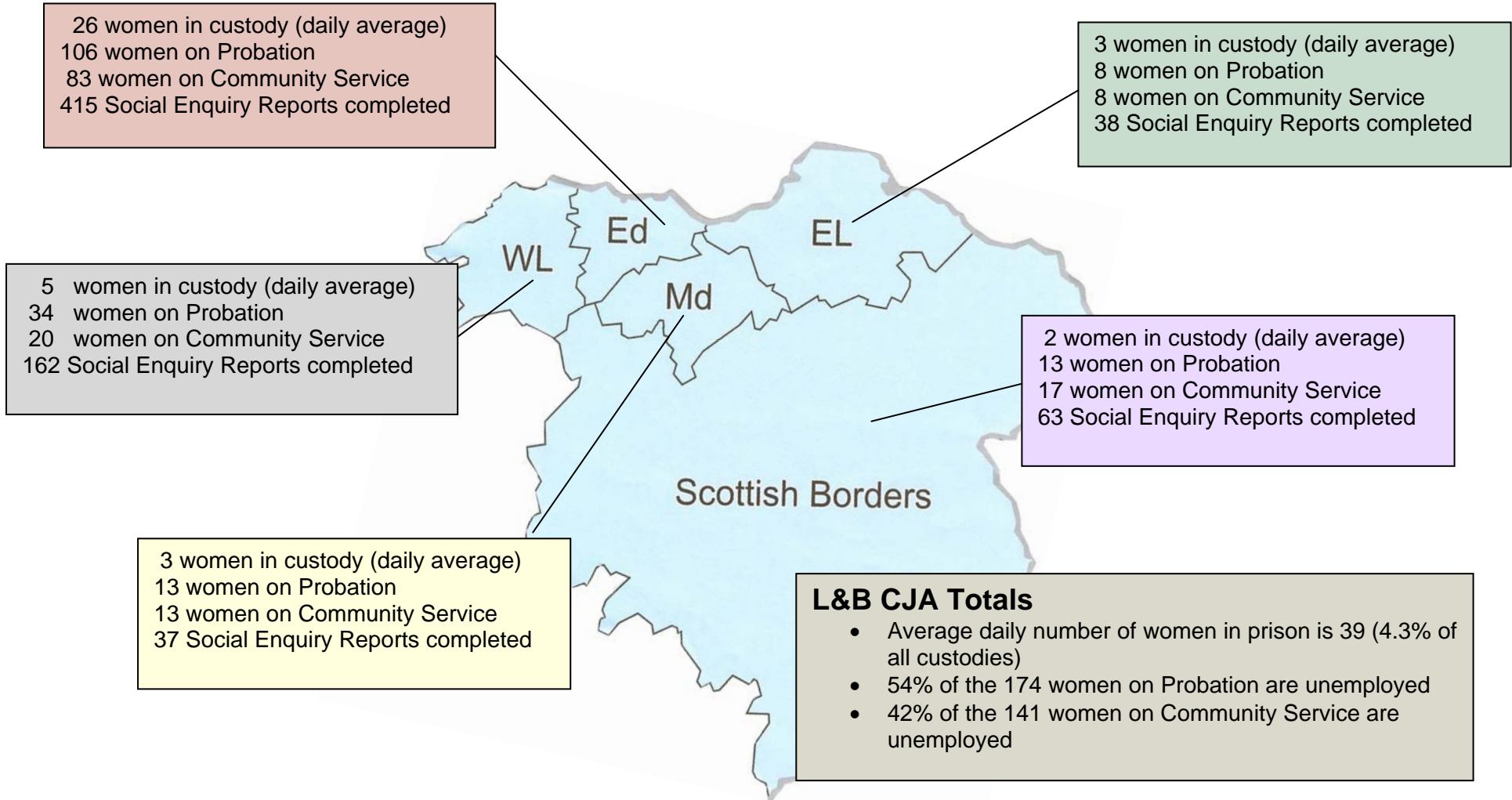
□ SCRA Annual Report 2005/06 - Referrals to the Children's Reporter (under 16 years old) on offence grounds

Lothian & Borders Community Justice Authority Persistent Offenders

- 173 Persistent Offenders under the age of 16 were referred to the Reporter to the Children's Panel in 2005/06.

- Of the 7,153 offenders convicted in the Lothian & Borders District & Sheriff Courts in 2005/06 for a crime, common assault, breach of the peace, racially aggravated conduct, harassment, firearms offences, social security offences:
 - 38% had no previous convictions
 - 35% had 3 or more previous convictions and 10% had more than 10
 - 38% of male offenders and 27% of women offenders had 3 or more previous convictions
 - Of the offenders with more than 3 previous convictions:
 - 7% were under 21
 - 36% were aged 21-25
 - 26% were aged 26-30
 - 31% were over 30
 - 11% of male offenders and 8% of women offenders had more than 10 previous convictions
 - Of the offenders with more than 10 previous convictions:
 - 15% were under 21
 - 26% were aged 21-25
 - 21% were aged 26-30
 - 38% were over 30
 - Of the offenders only 1% had 2 or more previous convictions from the High Court or a Sheriff & Jury Court

Lothian & Borders Community Justice Authority Women Offenders



Population of Lothian & Borders Offenders in each Scottish Prison on 30th May 2007

