



LOTHIAN & BORDERS
COMMUNITY JUSTICE AUTHORITY

ACTION PLAN

2009-10

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GLOSSARY OF TERMS

APEX	Apex Trust Scotland is a charitable organisation working with offenders and young people at risk of offending to help them address their employability needs and progress them towards employment, education or training.
CJA	Community Justice Authority (Lothian & Borders is one of 8 in Scotland)
CJSW	Criminal Justice Social Work
CLAN	City Literacy And Numeracy (CLAN is a partnership project funded by the Scottish Government. Based on clear principles of inclusion and lifelong learning, it aims to increase and improve literacy and numeracy learning opportunities in Edinburgh.
CLC	Community Links Centre established in Epworth Halls, Edinburgh and managed by Sacro, set up to mirror the range of support services available in the Links Centre at HMP Edinburgh and provide continuity of support for prisoners on their release from prison.
COMMUNITY FACING PRISON	A prison where the majority of prisoners would come from the local geographic area and prisoners would include adult male, women and young offenders. This would facilitate local criminal justice services and agency support both in the prison and on return to the community, ease of access and travel for families and ultimately easier reintegration into the community.
CONCORDAT	Relationship between the Scottish Government and local government which underpins the funding to be provided to local government over the period 2008-09 to 2010-2011.
COPFS	Crown Office Procurator Fiscal Service
COSLA	Convention of Scottish Local Authorities
CSO	Community Service Order is a community sentence where the individual will carry out unpaid, supervised work in the community as a direct alternative to a custodial sentence.
DAAT'S	Drug and Alcohol Action Teams. The DAAT is responsible for implementing national drug and alcohol strategies at a local level.
FOURSQUARE	Charity involved with the rights and needs of homeless people in Edinburgh and the Lothians and other areas of Scotland.
HMP	Her Majesty's Prison e.g. HMP Edinburgh
INCLUDEM	Provide intensive one-to-one support to over 700 of Scotland's most troublesome and troubled young people from 18 local authorities. The young people are initially the subject of children's panel or court orders and almost all are referred through Social Work services.
L&B	Lothian and Borders
LA	Local Authority
LSCMi	Level of Service Case Management Inventory (LSCMI) Scotland. The LSCMI is a comprehensive risk assessment and case management system

GLOSSARY OF TERMS continued

MAPPA	Multi Agency Public Protection Arrangements exist to deal with the risks that are presented by some offenders who are thought likely to cause serious harm.
PROBATION	Community Order that is designed to focus on the offending behaviour. It can include elements of unpaid work and other additional conditions, for example attending Group work.
PR2	Electronic prisoner record system used by Scottish Prison Service
RooP – Routes out of Prison	Employed by the Wise Group, ex-offenders will establish a trusting relationship and plan of action to help short term offenders settle back into their community. This can involve meeting the individual at the prison gates and then accompanying them to the housing department, benefits agency, FE college or other support agency. Following their release many of the offenders will also work with a Job Developer who will identify and help them to progress onto training or employment with the support of the Wise Group - a social enterprise that works with others to build stronger communities and increase job opportunities for individuals.
SACRO	Safe Guarding Communities Reducing Offending. Sacro is a national community justice voluntary organisation working across Scotland to make communities safer by reducing conflict and offending
SCRA	Scottish Children's Reporter Administration's
SLA	Service Level Agreement
SOA	Single Outcome Agreement
Social Enquiry Report	Requested by the Court to provide background information to help inform sentencing
SPS	Scottish Prison Service
SVQ	Scottish Vocational Qualification
TAC	Tasking and Coordinating Groups - Police led group with a range of agencies (including local authorities youth justice and other council services)
VENTURE TRUST	Venture Trust is a registered charity working with people who want to change. They give people time and space in a wilderness setting, far away from the pressures of home and present them with physical, emotional and social challenges and help them evaluate what they learn, and how to put those lessons to work when they return home.
VO	Voluntary Organisation
Vol Orgs	Voluntary Organisations

NEW STRATEGIC DEVELOPMENTS

Since approval and publication of the 2008/11 Area Plan a number of new developments have occurred which require incorporation into this review of the Action Plan for 2009/10. Planning in this dynamic environment requires account to be taken of the unforeseen changes in the political environment and the new developments that become possible through partnership working and the spread of the Community Justice Authority.

In addition to the updated action plan later in this document, a number of new action points need to be added.

1. The Concordat between the Scottish Government and COSLA sets out the terms of a new relationship between the Scottish Government and local government. A central facet of the Concordat is the creation of a 'Single Outcome Agreement' (SOA) between each Council and the Scottish Government based on 15 key national outcomes.

When compared, there is significant correlation between both the Single Outcome Agreement and the national Reducing Re-offending Strategy. Both of these are designed to achieve the National Strategic Objective of realising a Safer & Stronger Scotland. A new Action point for the CJA is to use the established relationship with COSLA to engage with the Community Planning Partnerships and contribute the CJA approved Area Plan in order to jointly achieve against the national objective. This action point becomes 3.1.1 in the attached Action Plan.

2. The CJA has developed a new partnership with Network Rail. During the next period of the action plan Network Rail resources will, together with the CJA, target specific areas of rail crime in East and West Lothian, within the CJA area and develop community based strategies in order to divert offenders into other activities. This action point becomes 2.4.10 in the attached Action Plan.
3. Through the established relationship with Capital City Partnership (CLAN) and each of the five literacy services in the five local authorities the CJA will host a literacy event to engage with front-line staff and present examples of good practice. This action point becomes 2.2.5 in the attached Action Plan.
4. The CJA has developed with Scottish Prison Service the new Life/Time project sponsored in its first year by the Co-operative Society. This initiative demonstrates a Community Outcome through taking into schools an experiential/interactive series of activities that confronts pupils with the consequences of behaviour and how to avoid offending. The agreed sessions for 09/10 will involve 1600 young people. Inputs include:
 - Knife crime from Lothian & Borders Police
 - Fire Safety from Lothian & Borders Fire and Rescue
 - Family Issues from Families Outside
 - First Aid from the British Red Cross
 - Court Proceedings from the Procurators Fiscal's Office
 - Prison Life from Scottish Prison Service

This action point becomes 5.1.3 in the attached Action Plan.

5. HMP Addiewell will begin operation in December 2008 as a new prison within the Community Justice Authority. This will require the development of a specific relationship which looks to ensure that the outcomes described in the national strategy are incorporated within the prison's regime with particular regard to 'community facing' and the development of a 'LINKS' facility. This action point becomes 2.4.7 in the attached Action Plan.
6. As HMP Edinburgh redevelops its establishment, additional capacity has become available. It is the concern of the CJA that this additional capacity is used in such a way as to maximise the concept of 'community facing' and contributes to one of the CJA priority areas. This action point becomes 2.4.7 in the attached Action Plan.
7. The Scottish Legal Aid Board has in partnership with the CJA agreed for Board employed solicitors to provide a civil legal advice service to prisoners, ex-prisoners and prisoners' families in both the custodial environment and in the community based LINKS centre. This is critically important work addressing personal stress for offender's and offenders families to do with civil law; including debt, benefit entitlement and housing, which if left unresolved can prevent successful re-integration. This action point becomes 2.4.6 in the attached Action Plan.
8. New policy developments resulting from 'Scotland's Choice' (Report of the Scottish Prison's Commission, July 2008), 'Reform and Revitalise' and subsequent legislation will undoubtedly have a significant and as yet unknown impact upon the 2009/10 Action Plan. The CJA will respond to these as they become apparent.

RESOURCES

This section describes resource allocation issues which have become apparent since the preparation of the 2008/11 Area Plan and that will impact upon the 2009/10 Action Plan.

1. Subsequent to the Audit of Supported Accommodation, SACRO the Provider of Allelon supported accommodation for young offenders were advised that the local authority purchasing requirement for the hostel would fall short of the amount required for the hostel to remain a viable unit without other income. In consequence, SACRO have closed the resource. With CJA approval the funds no longer required for the provision of Allelon will be available to continue and extend the delivery of the transition service for young offenders as a direct alternative to custody which is one of the key priorities of the Area Plan.
2. New resources, made available by the CJA, for the provision of an enhanced service for families at the HMP Edinburgh Visitor Centre, managed by Families Outside, have been matched by additional funds from the WISE Group. This new position will enable a greater level of service provision focused upon supporting families of prisoners.
3. One of the priorities of the CJA is the development of the Community LINKS Centre. NHS Lothian has brought additional resources to the Centre in order to provide the Willow project. This project is funded for one year from the Addressing Street Prostitutes Fund to provide an integrated approach for women involved in the criminal justice system in Edinburgh. The project will offer healthy living skills like cooking, access to the gym and the arts, a place on the Apex employability course and the opportunity to address therapeutic issues affecting mental and physical well being.

The project will employ a health improvement worker and a clinical psychologist and participants will have access to a range of other health and voluntary services. Project outcomes focus on increased confidence and self-esteem, finding work and a reduction in offending.

4. As a component of the 2008/09 Action Plan a review of all purchased services has been undertaken. The purpose of this review is to scrutinise in depth, a range of services in which there may be the potential to deliver greater efficiency and value for money. The final report on this phase of work will be available in December 2008.

It will be necessary for CJA Members and Local Authority Purchasers to meet early in the New Year to agree their purchasing intentions for the 2009/2010 financial year enabling early advice to be given to providers. This review, together with Members decisions may influence the final shape of the resource allocation for the 2009/10 Action Plan.

ACTION PLAN IN CONTEXT

This revised action plan for 2009/10 will be submitted twenty-five weeks into the three year period of the Area Plan. In that time each of the groups managing the 17 individual work streams have reported to the two CJA quarterly meetings held since April. The mechanism for performance management indicates that work has commenced on each of the action points and the Chair of each work stream considers the tasks to be on track for completion within the twelve month period of the 2008/09 action plan. The Chairs have contributed to the development of the 2009/10 Action Plan.

This Action Plan's Key Measures make explicit links to the National Strategy Outcomes (detailed below) and the local priorities as set out in Lothian & Borders Community Justice Authority 2008-11 Area Plan.

National Outcomes

Outcomes for communities (A)

1. Increased community safety and public protection through a consistent approach to managing offenders on community and custodial sentences
2. Increased public confidence in the effectiveness of work with offenders
3. Improved understanding of community disposals & the role of prisons
4. Improved satisfaction for victims, sentencers and beneficiaries of work by offenders
5. Timely information and, where appropriate, involvement for the families of offenders

Outcomes for offenders (B)

1. The ability to access and sustain suitable accommodation
2. Employability prospects increased
3. Reduced or stabilised substance misuse
4. Sustained or improved physical and mental well-being
5. Improvements in the attitudes or behaviour which lead to offending and greater acceptance of responsibility in managing their own behaviour and understanding of the impact of their offending on victims and on their own families

Outcomes in the system (C)

1. Effective CJAs in place, promoting a consistent approach to offender management and systematic co-operation between offender management agencies and supported by a system of integrated case management, with input from custodial and community services
2. Wider partnership of rehabilitative services in place, including addictions, housing, health, education, training and employment
3. Standard approach to the methodology and use of tools which are widely accepted for risk assessment and management embedded into practice and any risk of serious offending identified and a management plan effectively communicated to all relevant agencies
4. A range of high quality, evidence-based interventions based on the principles of effective practice, matched to the level of assessed risk and need, supported by better tracking of the impact of interventions on individuals, from which we build up a clearer understanding of what works

This document should be read in conjunction with the Annual Report 2007-08 and the Action Plan 2008-09, which are available on Lothian & Borders Community Justice Authority website www.cjalb.co.uk.

Action Plan 2009-2010

STRATEGIC, SERVICE AND OFFENDER OUTCOME GROUPS

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
<p>2.1 Health & Wellbeing (B1-B5)</p> <p>2.1.1 Increase the accessibility of GP Services to all CJA clients</p>	<p>Increase no of offenders registered with a GP prior to release from Prison or within 2 weeks of order being imposed.</p> <p>Once baseline established:</p> <p>Review process for remand prisoners who attend court and 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>Year 1 2008-09</p> <ul style="list-style-type: none"> • Complete data review • Establish processes with NHS • Set target numbers by end of year 1 <p>Year 2-3 2009-2011</p>	<p>Representation from Lothian and Borders NHS and other partners established. Group meeting and undertaking strategic review.</p> <p>Group reporting quarterly as on target</p>	<p>Work of group will continue and establish agreed targets for second and subsequent years. Group will monitor performance against target and address difficulties.</p>	<p>Health & Well Being Chair – Phil Mackie, NHS Lothian</p> <p>Lead Organisations: Public Health CJA Social Work SPS</p>	<p>Existing resources</p>

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
2.1.2 To improve the transition of health services between prison and community and vice versa	<p>Base an NHS/SPS health professional in Court who would carry out a full health assessment.</p> <p>The information would then be forward to the Prison for admission.</p> <p>Link to be established with NHS to ensure SPS/NHS Court based professional has access to NHS records.</p>	<p>2-3 years</p> <p>Operational Outcomes to be agreed and developed 2009-2011</p>	<p>This work is not planned to commence until second year of plan.</p>	<p>Commence work in this area</p>	<p>Health & Wellbeing – Phil Mackie, NHS Lothian</p> <p>SPS Public Health Voluntary Sector Addiction Services NHS Lothian & Borders CJA Authority Social Work</p>	<p>Significant resource implications after planning period</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>Examine research and literature to establish possible Scottish model applicable to L&B</p> <p>Evaluate residential hostels / ½ way house option and therapeutic treatment in community</p>	<p>Strategic development of this measure in Year 1</p> <p>1-2 years</p>	<p>Representation from Lothian and Borders NHS and other partners established. Group meeting and undertaking strategic review.</p> <p>Group reporting quarterly as on target</p>	<p>Report on review of evidence with specific proposals for development of treatment model.</p> <p>This will be linked to the Scottish Government's consultation paper:</p> <p>"Changing Scotland's relationship with alcohol"</p>	<p>Health & Wellbeing – Phil Mackie, NHS Lothian</p> <p>Multi agency alcohol services CJSW Health</p>	<p>Yet to be determined</p>
2.1.4 A review of DAAT strategies to recognise offender services as a component of their work	<p>CJA will work with the DAAT's to produce a CJA wide strategy which recognises the need for local differences</p>		<p>Concordat has resulted in this now being brought under Community Planning – integrate with 3.1.1.</p>		<p>Chief Officer Community Planning Partnerships</p>	

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
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	2008-09	Awaiting outcome of Mental Health Review Report	Develop proposal for 'Crisis Reaction Team' to provide psychiatric expertise in Court	Chief Officer / Phil Mackie NHS SPS CJSW	Existing resources
2.2 Employment (B1-B5) 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)	50% take-up by end of year 1	Representation from Lothian and Borders partners established. Group meeting and undertaking strategic review. Group reporting quarterly as on target	Set new outcome in light of outcomes achieved in year 1.	Gary Waddell/ SPS SPS LSE Contractor Core Project JobCentre Plus CJSW Apex CLAN	Existing resources

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
2.2.2 Improve Employer engagement with employment services for offenders	<p>A Construction Key Worker Project to be implemented</p> <p>Job Centre Plus to increase engagement role</p> <p>Completion of 'Streetworks' (now restricted by the redevelopment of HMP Edinburgh)</p> <p>Employer engagement to inform labour market trends – ie what skill sets are required to identify appropriate training</p>	Year 1 2008-09	<p>Representation from Lothian and Borders partners established. Group meeting and undertaking strategic review. Group reporting quarterly as on target</p> <p>Construction keyworker project established and first graduates moving into employment</p>	New targets to be set based on year 1 outcomes	<p>Gary Waddell/ SPS</p> <p>SPS Scottish Enterprise Group HMP Edinburgh JobCentre Plus</p>	Existing resources
2.2.3. (A1 ; B1-B5) To recognise that the work skills learned through Community Service Orders are an integral part of improved employment prospects	<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>	Year 1 2008-09	<p>Group established and working. Agreement reached to recognise achievement of offender work undertaken as part of CSO and recognition of H&S and manual handling skills.</p> <p>Retrain CS workforce is a year 2 ambition for which additional resources are required</p>	A pilot study to be undertaken to try out the training and assessment of CSO offenders to SVQ standard using supervisor as 'assessor'	<p>Ian Neil / Community Service Review</p> <p>CJSW teams</p>	£25k required for year two pilot
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	Undertake specialist secondment from APEX (Scotland) to audit and analyse and produce an action plan designed to meet the needs of unemployed offenders.		<p>Seconded commenced December 2007. Unable to complete due to ill health.</p> <p>Second seconded sought and due to commence November 2008</p>	Carry work forward as described in specific operational detail	<p>Chief Officer</p> <p>APEX SPS CJSW</p>	Already planned for

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
2.2.5 Increase the awareness of literacy and its impact on re-offending	Through the established relationship with Capital City Partnership (CLAN) and each of the five literacy services in the five local authorities the CJA will host a literacy event to engage with front-line staff and present examples of good practice.	To be held before March 2009	Working group established to plan and coordinate this event.	Develop a strong network and progress the outcomes/work streams from the seminar to build on literacy development across L&B.	Chief Officer Training Manager CLAN Literacy Groups Scottish Government (Adult Literacies Development)	Existing resources
2.3 Accommodation (B1-B5) 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. Review & inform as to who can provide the different levels of Advice from signposting through to advocacy.	Provide the knowledge of what an individual needs to do across the whole range of tenancy options. Provide consistent and timely housing advice in all prisons across Scotland (as currently provided in Lothian & Borders prison Establish a process where advice is available at all stages from 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	1-2 years 2008-09 Deliver consistent & timely housing advice in all Scottish Prisons 2009-10 Develop and introduce comprehensive advice process	Awaiting the outcome of the audit of national accommodation strategy. Interim outcome received August 2008.	Group to be set up and engaged to progress key measures. This will also take advice from the Scottish Government Criminal Justice Directorate paper: "Short life working group report on housing advice services for prisoners"	Chief Officer SPS Social Work Housing Foursquare	Existing resources

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
2.3.2 Expand availability of mainstream housing with support for offenders across the CJA.	<p>Provide Homelessness Assessment for every prisoner especially those who are short term.</p> <p>Provide assurance to the housing provider by demonstrating a support network to manage the range of needs of the offender.</p> <p>Manage the transition period from supported accommodation to own tenancy with package of care possibly specialised CJ Social Workers.</p> <p>Develop support in each region to allow the majority of clients to live in normative accommodation with support to 'free up' CRANE for higher risk clients.</p>	Develop over a 3 year period	Being progressed locally	Group to be set up and engaged to identify best practice and share information	Chief Officer/ Social Work Housing Voluntary Accommodation Providers SPS	Existing resources
2.3.3. Review funding and access to supported accommodation to ensure availability and access to all 5 councils	<ul style="list-style-type: none"> • Extend SACRO SAT model • Maximise income • Review availability of accommodation. • Carry out audit • Review cost basis of block purchases and bed nights. • Review resettlement support in Prison • Best value review • Review Home Leave accommodation 	<p>1-3 years</p> <p>Complete Supported Accommodation Review by April 08</p> <p>Develop operation outcomes in year 2&3</p> <p>Discuss increasing home leave use</p>	<p>Accommodation audit completed.</p> <p>Interim response received.</p> <p>Purchased service review completed.</p> <p>Priority decisions regarding young offenders implemented</p>	Working group required to co-ordinate five council reviews of local accommodation and the ability to provide support structures.	<p>Chief Officer</p> <p>Social Work Housing SPS Vol. Orgs L&B Police</p> <p>SPS/Fraser Munro</p>	Existing resources

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
<p>2.4 Offending Behaviour (A1-A5; B1-B5)</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>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+. Introduce a local framework for each Authority.</p> <p>Integrate Police information on research/desistence and '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>	<p>2008-11 With annual reporting on progress</p> <p>Complete Service Reviews 2008-09</p>	<p>Probation review underway due to report at end of first year</p>	<p>Review in line with Scotland's Choice and Reform & Revitalise and new legislation</p>	<p>Probation Service Review / Tim Ward, West Lothian Council</p> <p>All Service Review Groups</p> <p>Court Services Review Group Jane Ramsay/East Lothian Council</p>	<p>Existing resources</p>

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
<p>2.4.2. (A1 & C3)</p> <p>Effectively manage sexual and violent offenders through the MAPPA process</p>	<p>All identified sexual offenders managed through the MAPPA process.</p> <p>Move towards same for violent offenders.</p> <p>Develop governance framework based on Child/Adult Protection model. Ensure MAPPA is integrated into overall Public Protection governance.</p> <p>Establish local guidance with clear roles, responsibilities and protocol for all agencies involved.</p> <p>Develop and introduce training and support package for all agencies</p>	<p>2008-09 and ongoing</p> <p>Year 1 – 2008-09</p> <p>July 08</p> <p>Dec 08 start</p>	<p>Awaiting the MAPPA Annual Report</p> <p>Suggested governance framework not adopted by the Chief Executive Group</p> <p>Work completed and awaiting publication</p> <p>L&B MAPPA Guidance manual produced July 2008</p>	<p>Await new legislation on violent offenders</p> <p>Seek a different method of governance to ensure consistency of delivery across five LA's, four police divisions & two health boards</p> <p>Make local guidance available across all eight CJAs</p>	L&B Police	Existing resources
<p>2.4.3 (A1-A5; B1-B5; C2-C4)</p> <p>Identify the most effective risk assessment tools and interventions for women offenders</p>	<p>Research and/or develop a gender specific Risk assessment tool for women.</p> <p>Develop gender specific programmes.</p> <p>Introduce a consistent and effective service to women across the CJA.</p>	<p>Develop proposals end of year 1</p> <p>Review and implement as appropriate year 2-3</p>	<p>Multi-agency group established. Report commissioned from University of Stirling- due for publication October 2008. A range of proposals for service improvement will be brought to CJA for March 2009</p>	<p>Develop specialist post for multi-agency service development for delivery of new gender specific services in 2010</p>	<p>Kirsty Pate/ City of Edinburgh Council</p> <p>SPS NHS Visitors Centre RMA Apex Turning Point SACRO CJSW</p>	£45k year 2

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
2.4.3 Continued	<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>		As above	As above		As above
2.4.4 (A1-5; B1-5; C2-4) 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	Approval Nov 07 Funding bid Dec 07 Project description Feb 08 Project Board April 08	Project Board established. New service to go live on 1/10/08 across L&B. Initial target for 10 places as direct alternative to custody	Roll project forward to second year and increase numbers based upon pilot results and available resources	Chief Officer CJSW Includem Venture Trust SCRA Scottish Courts	£123,000 plus potential transfer of resources
2.4.5 (A3, A4, B5, C4) Greater use of diversionary practice for less serious or first time offenders	An assessment of need and agency response to SACRO Restorative Justice Model	Year 1 – complete the assessment of need review	Project Board established. Review commenced - on target to interim report Sept 08. Work group to establish programme of work for 2009 due March	To be brought forward by project board on completion of review	Keith Simpson/ SACRO CJA COPFS	Existing resources

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
2.4.6 (A1-A5 ; B1-B5; C1-C5) 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 (Community Links Centre (CLC) focus)	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	Initial evaluation October 2008	CLC, CJA & SPS worked together to establish plan for new way forward. Centre launched by Cabinet Secretary Ewing. Management structure reviewed. New services attracted to CLC; referrals have increased. Strategic review group completed review of service Sept 08.	Increase referral rate, establish improved monitoring systems, data collection and extend range of services available. Develop stronger relationships with established agencies currently in HMP Edinburgh Links Centre	Chief Officer City of Edinburgh SACRO SPS	Existing resources
	Scottish Legal Aid - weekly surgeries at HMP Edinburgh and fortnightly surgeries at Cornton Vale. Telephone legal consultancy line 3 afternoons a week for partner agencies	To be introduced from 1/10/08 From 2009	The Scottish Legal Aid Board has in partnership with the CJA agreed to provide a civil legal advice service to prisoners, ex-prisoners & prisoners' families in prison and the community (CLC).	Ongoing development work to assist the set up of this service in the CLC and Prison based Links Centres. Establish new service at HMP Addiewell	Lindsay Jessiman Scottish Legal Aid	3 Solicitors recruited by Scottish Legal Aid
	Planned surgery at HMP Addiewell	From 2009				
2.4.7 (A1-A5 ; B1-B5 C1,C2) Establish access & continuity of availability of a range of services offenders require in their transition from custody into the community (Prison Links Centre focus)	Increase the number of 'local' existing and new prison places that are made available to 'local' prisoners on a progressive scale	2006-07= 50% Set Targets 2008-09	Significant progress achieved through increase in HMP Edinburgh from 50% to 74% L&B occupancy in 2007-08. Expected impact from: "Scotland's Choice" HMP Grampian HMP Addiewell Open Estate Review	Continue to progress move to community facing at HMP Edinburgh recognising constraints of high custody numbers. Revisit targets in line with new accommodation at HMP Edinburgh	Sue Brookes/SPS & Chief Officer	Existing resources

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
2.4.8 (A1,A2,A5; B1-B5; C2-C4) 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; adopt and roll out accredited model of intervention when available. Increase the capacity of the existing Edinburgh and West Lothian sites.	Accreditation year 1 Roll out complete by end of 2011	Staff have been seconded to Road Test the programme. Caledonian System (specialist domestic violence programme) has been resubmitted for accreditation	Establish Forum amongst 5 LA's to agree model of roll-out of Caledonian across the CJA	Rona Fraser/ City of Edinburgh CJSW SPS	Existing resources
2.4.9 (B1-B5; C2, C4) 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	Phased introduction over three years	Funding has been provided to CLAN to extend service to Cornton Vale and Polmont. Agreed launch of literacy service to all front-line staff to improve awareness and uptake	Set targets for service delivery in each of the three prisons	Gary Waddell/ SPS Employment Group CLAN	£30k
2.4.10 (A1, A2, A4, A5, B5, C1,C4) Target rail crime through partnership working with Network Rail	Network Rail resources will, together with the CJA, target specific areas of rail crime in East Lothian and West Lothian, within the CJA area and develop community based strategies in order to divert offenders into constructive activities.	Pilot in East & West Lothian in 2009-10	Initial meeting held in September. Further meeting to be held with Members from East & West Lothian and paper submitted to December CJA meeting.	Review outcome of pilot areas and if successful consider rolling out to other areas within L&B	CJA Network Rail Community Safety network to be approached	Network Rail resources

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
2.5 Victim Outcomes (A4, C1, C2) 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	<p>To ensure that practitioners' understand what services are available so that victims needs can be best met.</p> <p>To ensure that support services have recognised outcomes and achieve best value, possibly through accreditation and audit.</p> <p>To explore the possibility of a victim centred 'one stop shop' approach.</p>	2008-09	<p>Change of Victim Support personnel has prevented early development of this work stream. New personnel now in place.</p> <p>Training outcome facilitated.</p> <p>Scoping exercise re services and referral systems underway</p>	Set new action points based on outcome of scoping exercise	<p>Josephine Mackenzie/ Victim Support</p> <p>CJSW SPS Police COPFS Vol Orgs</p>	Existing Resources
2.5.2 Develop a CJA training strategy in terms of the needs of victims' of crime	<p>To establish a CJA training sub-group to address 'cross-agency' issues.</p> <p>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>	2008-09	As above	As above		
2.5.3 From a diversity perspective, consider the level of access by victims' of crime to support services.	<p>To ensure that support services are open and available to all who need them.</p> <p>To ensure that uptake of support services is audited.</p>	2008-10	As above	As above		

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
2.6 Families Outcomes (A4, A5, C2) 2.6.1 Support to Families affected by imprisonment for their own needs and in their own right	<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>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</p>	<p>Evaluation and review complete by end of year 1</p> <p>Strategy developed year 2 and implemented 2009-10</p>	<p>Salvation Army funding extended for 1 year</p> <p>Family Support Worker position introduced through joint funding</p>	<p>Implementation of strategic review findings making greater use of health, literacy and child care resources</p>	<p>Nancy Loucks/ Families Outside</p> <p>Salvation Army SPS CJSW NHS CJA Onward Trust</p>	<p>£15,000 Match funded by Routes out of Prison (WISE Group)</p>
2.6.2. Mitigation of the impact of imprisonment through provision of information (directly meets community outcome on families)	<p>2008-09 set operational responsibilities and agree outcomes</p>		<p>Operational responsibilities reviewed and new arrangement agreed to deliver better described outcomes through additional staffing</p>	<p>n/a</p>	<p>Nancy Loucks/ Families Outside</p> <p>Salvation Army SPS CJSW NHS CJA Onward Trust</p>	

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
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	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.	2008-09	Work in progress	Implement strategy for awareness raising	Nancy Loucks/ Families Outside Salvation Army SPS CJSW NHS CJA Onward Trust	

WORKING IN PARTNERSHIP

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
3.1.1 (A2,A3; B1-B5; C1,C2) Establish integrated Community Planning mechanism (CPP)	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	2008-11	Chief Officer has met with each of the Chief Executives or their reps and discussed the CJA involvement in the CPP structure in each Council. Area Plan has been shared with each Council with a view to contributing to the reviewed SOA	With the assistance of COSLA ensure engagement through the political and planning structure of each council in order to achieve national outcomes in partnership	Chief Officer Chief Executives Members COSLA	Existing resources
3.1.2 (B3-B4; C1,C2) 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	2008-11	Focus shifted to CPP structure as described above	As above	Chief Officer Chief Executives	

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
3.1.3 (A5; B1-B5; C1-C3) 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	2008-11	Not commenced	To be progressed in year 2 of the plan	Chief Officer Local Authorities IT SPS Police CJA	
3.1.4 (C1-C3) Development of network of specialist resources	Research and review all existing voluntary/independent sector providers and gaps in provision	2008-11	Project Group established and Job Description agreed. Additional resources attracted and secondees to be appointed in October 2008	Undertake strategic review as described in Area Plan	Chief Officer The Robertson Trust Apex SPS Includem Vol Orgs	2 year project funding <u>£102,000</u> The Robertson Trust: £30,000 SPS £30,000 Scottish Government: £12,000 VOs £30,000 (to be confirmed)
3.1.5 (C1-C2) Ensure high standard of contractual arrangements between purchasers and providers and explore opportunities for establishment of best practice	Undertake review of all existing SLA's/contracts with a view to standardisation, reduction in duplication and simplification	2008-11	Purchased Service review into second phase with detailed scrutiny of clustered services with a view to achieving efficiency, value for money and services matched to national and local priorities	Work on the establishment of service level agreements that contribute to clear performance management, delivery and evaluation. To include full compliance with procurement, governance & appropriate audit mechanisms.	Chief Officer CJA CJSW Voluntary/ independent sector	Existing resources

DEVELOPING AND SUPPORTING THE WORKFORCE

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
4.1.1 (C1-C4) 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 and local training agenda	2008-09	CJA Training / Development Officer selected and recruited. Comprehensive training plan in preparation including roll out of national training elements.	Implementation of the plan for integrated training where this is necessary and meets with the partners training objectives	Marian Gray/Scottish Borders Council CJSW Training SPS Police Vol Orgs	Existing resources
4.1.2 (C1-C4) 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.	2008-09 and ongoing	As above	As above	Marian Gray/Scottish Borders Council CJSW Training SPS Police Vol Orgs	

COMMUNICATION STRATEGY

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
<p>5.1.1 (A2,A3,A5; C2)</p> <p>Establish means of communication to inform on work and purpose of the CJA</p>	<p>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</p>		<p>Website established.</p>	<p>Actively promote Hyperlinks to all agencies</p>	<p>Chief Officer</p>	<p>Existing resources</p>
<p>5.1.2 (A2,A3,A5; C2)</p> <p>Using media to communicate purpose of CJA and to inform public of range and benefits of justice services</p>	<p>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</p>	<p>Year 1 and ongoing</p>	<p>Successful launch event, copy sent to all local press contacts and radio</p> <p>Radio & TV coverage achieved for Venture Trust mobile unit, Launch</p>	<p>Implement CJA communication strategy</p>	<p>Chief Officer</p>	<p>Existing resources</p>
<p>5.1.3 (A2-A5 ; C2)</p> <p>Engaging the wider community in understanding the function of justice agencies and sentencing options</p>	<p>Explore the development of 'Community Justice' as a curriculum interest with colleges of further education</p>	<p>Progress update 2008-09</p>	<p>Develop the Life/time project introduced in schools as pilot. The project was formally adopted by the CJA at their meeting on 5th June 2008</p>	<p>Develop Life/Time project & secure funding from various sources</p>	<p>SPS / CJA</p>	<p>CJA - £8,000 Fire Police SPS British Red Cross Network Rail Families Outside Fiscal office</p>

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
5.1.4 (A2-A5 ; C1-C2) Share information with other CJAs on areas of good practice of partner agencies.	Establish process between CJAs for sharing good practice areas. Establish process between CJA and partner agencies for reporting good practice	August 2009		Establish Processes	Chief Officer	Existing

PERFORMANCE FRAMEWORK

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
6.1 (A2; B1-B5; C1-C4) Integrated Case Management	Focus upon multi-agency co-operation to significantly improve performance	Year 1	National target of 85% achieved Quarterly reports issued and reported on	Joint agreement to national target of 85%	SPS/CJA/ CJSW	Existing Resources
6.2 (C1 -C4) Increase CJA capacity to undertake performance management and quality assurance function	Employ specialist resource to undertake performance management and quality assurance functions	Year 1	In progress. Consultant appointed for six month contract from 1 st October 2008. Agreement reached with LA's to work together to develop performance framework mechanism reflecting national strategy and national standards	Implement performance framework mechanism and commence routine collation and analysis of data.	Chief Officer	Existing resources
6.3 (C1-C4) Establish best practice and best value in the provision of core services	Undertake Benchmarking exercise across main service areas of CJSW service provision	2008-10	All key service areas delivered by LA's subject to internal review. Due to report December 2008	Consider and implement where appropriate outcomes of service reviews	Chief Officer	Existing resources

Key Measure	Specific Operational Detail	Timescale	Year 1 Progress/ Amendments	New Outcome Year 2	Work Group/ Chair	Resources
6.4 (C1-C4) 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	2008-09	To be carried out as a consultation exercise by Consultant (ref. 6.2)	Adopt SPS performance framework proxies until adoption of LSCMi model	Chief Officer	Existing resources

26/9/08