



LOTHIAN & BORDERS  
COMMUNITY JUSTICE AUTHORITY

# **ACTION PLAN 2010-11**

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## **CONTENTS**

	<b>PAGE</b>
<b>GLOSSARY</b>	<b>3-4</b>
<b>NEW STRATEGIC DEVELOPMENTS</b>	<b>5-6</b>
<b>RESOURCES</b>	<b>7</b>
<b>ACTION PLAN IN CONTEXT</b>	<b>8</b>
<b>ACTION PLAN 2009-10</b>	<b>9-35</b>

## GLOSSARY OF TERMS

<b>ADP</b>	Alcohol and Drug Partnership
<b>APEX</b>	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.
<b>CDPS</b>	Community Drug Problem Service
<b>CHP</b>	Community Health Partnership (City of Edinburgh)
<b>CH(C)P</b>	Community Health & Care Partnership (East Lothian, Midlothian, Scottish Borders & West Lothian)
<b>CJA</b>	Community Justice Authority (Lothian & Borders is one of 8 in Scotland)
<b>CJSW</b>	Criminal Justice Social Work
<b>CLAN</b>	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.
<b>CLC</b>	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.
<b>COMMUNITY FACING PRISON</b>	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.
<b>CONCORDAT</b>	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.
<b>COPFS</b>	Crown Office Procurator Fiscal Service
<b>CPP</b>	Community Planning Partnership
<b>CoE</b>	City of Edinburgh Council
<b>COSLA</b>	Convention of Scottish Local Authorities
<b>CSO</b>	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.
<b>DAAT'S</b>	Drug and Alcohol Action Teams. The DAAT is responsible for implementing national drug and alcohol strategies at a local level. <b>(Now known as ADPs – see above)</b>
<b>FOURSQUARE</b>	Charity involved with the rights and needs of homeless people in Edinburgh and the Lothians and other areas of Scotland.
<b>HMP</b>	Her Majesty's Prison e.g. HMP Edinburgh
<b>INCLUDEM</b>	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.

## GLOSSARY OF TERMS continued

<b>L&amp;B</b>	Lothian and Borders
<b>LA</b>	Local Authority
<b>LSCMi</b>	Level of Service Case Management Inventory (LSCMI) Scotland. The LSCMI is a comprehensive risk assessment and case management system
<b>MAPPA</b>	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.
<b>PROBATION</b>	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.
<b>PR2</b>	Electronic prisoner record system used by Scottish Prison Service
<b>SACRO</b>	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
<b>SCRA</b>	Scottish Children's Reporter Administration's
<b>SDC</b>	Strategic Development Coordinator (CJA team)
<b>SLA</b>	Service Level Agreement
<b>SOA</b>	Single Outcome Agreement
<b>Social Enquiry Report</b>	Requested by the Court to provide background information to help inform sentencing
<b>SPS</b>	Scottish Prison Service
<b>SVQ</b>	Scottish Vocational Qualification
<b>TAC</b>	Tasking and Coordinating Groups - Police led group with a range of agencies (including local authorities youth justice and other council services)
<b>VENTURE TRUST</b>	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.
<b>VO</b>	Voluntary Organisation
<b>Vol Orgs</b>	Voluntary Organisations

## NEW STRATEGIC DEVELOPMENTS

Since approval and publication of the 2008/11 Area Plan a number of new developments require incorporation into this review of the Action Plan for 2010/11. 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 Community Justice Authority.

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

The 2009/10 Action Plan recognised the Concordat 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 key national outcomes.

1. 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. In consequence the CJA determined to use the established relationship with COSLA to engage with the Community Planning Partnerships and our established contacts with NHS Boards to engage with Community Health Partnerships. In order to facilitate this process the CJA has now recruited a Strategic Development Co-ordinator. Work has now commenced and is due to complete by 2011 to engage with each of these planning structures to ensure integration of the justice related strategic planning issues. This action point becomes **3.1.1 & 3.1.2** in the attached Action Plan.
2. Cost management performance of the Section 27 allocation is an area in which improvement is required. An increasingly high level of workload demand is not necessarily matched by sufficient resources. In this environment it will be essential to prioritise financial allocation to manage the essential and statutory responsibilities as well as gain maximum efficiency in service provision. Two councils have commenced the work necessary to review their service delivery and gain benefits from the increase in scale that this will create.
3. An initial review of purchased services was carried out over the last planning year and this is being progressed in 2010/11 with all of the purchased services of the largest local authority in Lothian & Borders CJA undergoing a full review with an eye to relevance, need, efficiency and best value. Similarly, each council is jointly reviewing the main areas of service provision with a view to learning from the most effective and efficient practice and understand how to maximise offender services within the existing allocation. Additionally, all local authorities have now agreed to establish a cost-base for each statutory service which in turn will ensure equability in the budget allocation. As we progress into 2010/11 these projects will demonstrate our joint ability to improve resource management. This action point becomes **6.3** in the attached Action Plan.

4. New policy developments resulting from 'Scotland's Choice', 'Reform and Revitalise', 'Fair, Fast & Flexible' and subsequent legislation will undoubtedly have a significant impact upon the 2010/11 Action Plan. In particular the establishment of the anticipated new community disposal 'Community Payback Orders' will require significant co-ordination and service development for each of the five authorities. In order to manage these changes and to monitor performance a new work stream has been established which will report quarterly to the CJA on performance against the required output of orders. Additionally, the CJA is working with Government to develop the Offender Management Strategy and will incorporate these key priorities into the planning environment of the 2011-14 Area Plan. This action point becomes **2.4.1** in the attached Action Plan.
5. A key priority of the Area Plan was the development of Opportunities for Change an alternative to a custodial sentence for 16-18 year olds. Bringing together a new partnership including Includem, Venture Trust, adult and youth justice services the programme was designed to establish whether this alternative would be attractive to the courts and provide positive outcomes for offenders including a reduction in re-offending. The initial 12 month pilot is now complete and a thorough evaluation has commenced in order to determine whether this model should be adopted as a permanent new requirement to a community based order. If the evaluation is positive a sustainable model of delivery will be required, the development of which becomes **2.4.4** in the attached Action Plan.
6. It is anticipated that any new legislation will retain the Drug Treatment and Testing Order (DTTO) as an order in its own right. Currently, this order makes significant demands on the CJA resources but does not necessarily show either the desired outcomes in reduced re-offending (from Scottish Government re-offending data) or an integrated model of planning for health provision. During the coming planning period the CJA wishes to establish a sound model of evaluation for this order, together with more joined-up planning involving the Alcohol and Drug Partnerships, the Community Health Partnerships, Community Health (and Care) Partnerships and Community Planning Partnerships. This action point becomes **2.4.1** in the attached Action Plan.
7. The CJA needs to improve the collection of both qualitative and quantitative information that relates to performance and reporting. In addition to demonstrating the achievement of offender outcomes it is also essential that we can evidence compliance with the new national standards and developments in legislation. This challenge is already recognised by our local authority partners and we have achieved significant progress towards finding and implementing solutions. This will however be a key work stream in the coming delivery period. This action point becomes **6.2** in the attached Action Plan.

## 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 2010/11 Action Plan.**

1. As an outcome to the best value review conducted earlier the CJA requested all purchasing contracts are tested through a procurement exercise. City of Edinburgh holds the majority of these contracts and has undertaken to do a complete purchased service review during 2009/10 and will report its purchasing intentions to the CJA for the coming year. The challenge for both the CJA and City of Edinburgh will be to ensure that all re-commissioned services fulfil the priorities emerging from the Government's policy direction and offender management work streams, whilst complementing the existing and forthcoming three year Area Plans.
2. New resources have been made available by the CJA, for the provision of an enhanced service for families at the HMP Edinburgh Visitor Centre, managed and part funded by Families Outside. 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 establish the Willow project. This project is funded for one year from the Edinburgh Community Safety Partnership to provide an integrated approach for women involved in the criminal justice system in Edinburgh. The continued provision of this service will require alternative resources yet to be identified.

It will be necessary for CJA Members and Local Authority Purchasers to meet early in 2010 to agree their purchasing intentions for the 2010/11 financial year enabling early advice to be given to providers. The ongoing purchased service review, together with Members decisions will influence the final shape of the resource allocation for the 2009/10 Action Plan.

## **ACTION PLAN IN CONTEXT**

This revised action plan for 2010/11 will be submitted seventeen months 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, has completed on some and others need to continue into the 2010/11 action plan. The Chairs of each work stream have contributed to the development of this 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.

### **The 14 National Outcomes**

(As adapted from the National Strategy for the Management of Offenders Act (Scotland) 2005)

#### **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 2008-09 and the Action Plan 2009-10, which are available on Lothian & Borders Community Justice Authority website [www.cjalb.co.uk](http://www.cjalb.co.uk).**

## Action Plan 2010-11

### STRATEGIC, SERVICE AND OFFENDER OUTCOME GROUPS

Key Measure	Specific Operational Detail	Timescale	Year 2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Re-sources	2011-14 Area Plan y/n
<p><b>2.1 Health &amp; Wellbeing</b></p> <p><b>2.1.1</b> Increase the accessibility of GP Services to all CJA clients</p>	<p>Increase number of offenders registered with a GP prior to release from Prison or within 2 weeks of order being imposed.</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><u>Year 1</u> Complete data review</p> <p><u>Year 2</u> Establish processes with NHS</p> <p>Set target numbers by end of year 2</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>The data review in relation to the core screen and the SER has been completed. This helped establish the need for increase accessibility to GP registrations. This was found to be low.</p>	<p>An electronic “clearing house” is to be piloted in NHS Lothian and NHS Borders in 2009/10.</p> <p>This will allow prisoners to have their GP identified to SPS at incarceration or as part of the through-care arrangements. The target has been set that no prisoner shall leave prison without a registered GP.</p>	<p>Health &amp; Well Being Chair – Phil Mackie, NHS Lothian</p> <p>Lead Org's: Public Health CJA Social Work SPS</p>	Existing	<b>YES</b>

Key Measure	Specific Operational Detail	Timescale	Year 2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Re-sources	2011-14 Area Plan y/n
<b>2.1.2</b> To improve the transition of health services between prison and community and vice versa	<p>Base and 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>A through-care and after care team – working within the Edinburgh Access Practice – has been developed as part of the KeepWell initiative.</p> <p>This will be piloted in NHS Lothian in 2009/10</p>	<p>Specific operational outcomes will be developed on the basis of the evaluation of the pilot scheme in 2009/10. A full service will be operational by 2010/11 onwards.</p>	<p>Health &amp; Wellbeing – Phil Mackie, NHS Lothian</p> <p>SPS Public Health Voluntary Sector Addiction Services NHS Lothian &amp; Borders CJA Authority Social Work</p>	<p>Significant resource implications post planning period</p>	<b>YES</b>
<b>2.1.3</b> Create alternative treatment models for alcohol related offending / not just advice based.	<p>Develop a multi agency social model compared to DTTO.</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&amp;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 L&amp;B NHS and other partners established.</p> <p>Group meeting and undertaking strategic review.</p> <p>Group reporting quarterly as on target</p> <p>A preliminary literature review on the applicability of alcohol brief interventions for CJA clients has been</p>	<p>This will be linked to the Scottish Government's consultation paper: "Changing Scotland's relationship with alcohol"</p>	<p>Health &amp; Wellbeing – Phil Mackie, NHS Lothian</p> <p>Multi agency alcohol services CJSW Health</p>	<p>Yet to be determined</p>	<b>YES</b>

Key Measure	Specific Operational Detail	Time-scale	Year 2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<b>2.1.3 cont./</b>			completed. This is being augmented by a review on residential and peer supported Detox services (e.g. LEAP).				
<b>2.1.4</b> 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		Concordat has resulted in this now being brought under Community Planning – <b>integrate with 3.1.1.</b>				
<b>2.1.5</b> 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	2008-11	Awaiting outcome of Mental Health Review Report	Develop proposal for 'Crisis Reaction Team' to provide psychiatric expertise in Court	Chief Officer / Forensic Psychiatrist  NHS SPS CJSW	Existing resources	
<b>2.2 Employment</b> <b>2.2.1</b> 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.  Access to Industry transition worker has no further funding – no service since June 09	Aim to secure a local employability provider to work with prisoners nearing the end of their sentence and to support them on transition back to the community (no funding at present)  Maintain existing literacy and numeracy worker support from the local Lit/Num partnership at HMP Edinburgh	Gary Waddell/ SPS  SPS LSE Contractor Core Project JobCentre Plus CJSW Apex CLAN	Existing resources though new resource stream clearly required	<b>YES</b>

Key Measure	Specific Operational Detail	Time-scale	Year 2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
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'</p> <p>Employer engagement to inform labour market trends – i.e. what skill sets are required to focus appropriate training courses.</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>Funding for Apex Construction employability worker will draw to a close during 2010</p>	<p>New targets to be set based on year 2 outcomes and decline in funding streams and employment sector</p> <p>In addition to focusing upon employment related service delivery it has also been possible to establish a work project designed to audit and analyse employment related need and service provision amongst the current offender population and related organisations.</p> <p>This work is being led by a specialist in the employment field who is on a secondment from APEX (Scotland). The project will result in an action plan designed to achieve a better integration of employment need, training, work opportunities and access to the specialist agencies.</p>	<p>Gary Waddell/ SPS</p> <p>SPS Scottish Enterprise Group HMP Edinburgh JobCentre Plus</p>	Existing resources/ though new resource stream clearly required	

Key Measure	Specific Operational Detail	Time-scale	Year 2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<p><b>2.2.3. (A1 ; B1-B5)</b> 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 &amp; 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&amp;S and manual handling skills.</p> <p>Retrain CS workforce is a year 2 ambition for which additional resources are required</p> <p>Initial CS Newsletter issued Dec 08, bi-annual newsletters planned for 2009 (summer issue distributed 31 July) Cabinet Secretary visit to Duns 27 July.</p>	Assessor training established with West Lothian College. First cohort of supervisors to undertake assessor training. Targets set for number of supervisors trained and number of offenders to be assessed for SVQ 1	Ian Neil / Community Service Review  CJSW teams	£25k allocated from existing resources	<b>YES</b>
<p><b>2.2.4</b> 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>Secondee appointed and commenced November 2008, due to complete December 2009.</p> <p>Work stream established for work project designed to audit and analyse employment related need and service provision amongst the current offender population and related organisations.</p>	The project will result in an action plan designed to achieve a better integration of employment need, training, work opportunities and access to the specialist agencies.	Chief Officer  APEX SPS CJSW	Already planned for	<b>YES</b>

Key Measure	Specific Operational Detail	Time-scale	Year 2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
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.	Held on 23 March 2009	<p>Pathways Through Learning event successfully delivered demonstrating six examples of best practice and bringing together LA, SPS and literacy staff. Further Autumn follow up of progress to date</p> <p>The need for a pack of awareness raising materials aimed at the Criminal Justice sector was identified through the Lothian and Borders Community Justice Authority. Adult Literacy and Numeracy Awareness Raising materials have been developed focussing on criminal justice social workers</p>	<p>Develop a strong network and progress the outcomes/work streams from the event to build on literacy development across L&amp;B.</p> <p>This training material will be used throughout 2010/11 to raise awareness.</p> <p>The materials are research-based, drawing on practitioner-led research of awareness raising with health professionals, as well as on the writers' experience, and also on key ideas contributed by Professor Lyn Tett and Professor Fergus McNeill at a Lothian and Borders Community Justice Authority conference, Pathways Through Learning, which took place in March 2009.</p>	<p>Chief Officer Training Manager CLAN Literacy Groups Scottish Government (Adult Literacies Development)</p> <p>Existing Resources</p>		YES

Key Measure	Specific Operational Detail	Time-scale	Year 2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
2.2.5 cont./			New project funded in West Lothian Council for literacy provision in Constructs programme and HMP Addiewell			£20k CJA Growth funding	
<p><b>2.3 Accommodation (B1-B5)</b></p> <p><b>2.3.1</b> Review existing housing advice services to develop a consistent and comprehensive approach to improve access to prisoners in prison and on release.</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 &amp; Borders prison</p>	<p>1-2 years</p> <p><u>2008-09</u> Deliver consistent &amp; timely housing advice in all Scottish Prisons</p> <p><u>2009-10</u> Develop and introduce comprehensive advice process</p>	<p>This work stream has not progressed as designed</p> <p>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"</p>	Implement and monitor operational protocol	Chief Officer  SPS Social Work LA Housing	Existing resources	<b>YES</b>

Key Measure	Specific Operational Detail	Time-scale	Year 2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<p><b>2.3.1 cont./</b></p> <p>Review &amp; inform as to who can provide the different levels of Advice from signposting through to advocacy.</p>	<p>Establish a process where advice is available at all stages from</p> <ol style="list-style-type: none"> <li>1. Arrest Referral</li> <li>2. Social Worker in Court (with support from 4square)</li> <li>3. Core screening stage/PR2 referral to identify tenancies as priority prevention</li> <li>4. Prison Links Centre</li> <li>5. Community Links Centre</li> </ol>						
<p><b>2.3.2</b></p> <p>Expand availability of mainstream housing with support for offenders across the CJA.</p>	<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>Develop over a 3 year period</p>	<p>This work stream has not progressed as designed</p>	<p>New strategy is to adopt Tayside model of best practice and implement locally drawing on the statutory function of LA under Homeless legislation</p>	<p>Chief Officer/ Social Work LA Housing Voluntary Accommodation Providers SPS</p>	<p>Existing resources</p>	

Key Measure	Specific Operational Detail	Time-scale	Year 2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<b>2.3.2 cont./</b>	<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>						
<b>2.3.3.</b>	<p>Review funding and access to supported accommodation to ensure availability and access to all 5 councils</p> <ul style="list-style-type: none"> <li>• Extend SACRO SAT model</li> <li>• Maximise income</li> <li>• Review availability of accommodation.</li> <li>• Carry out audit</li> <li>• Review cost basis of block purchases and bed nights.</li> <li>• Review resettlement support in Prison</li> <li>• Best value review</li> <li>• Review Home Leave accommodation</li> </ul>	<p>1-3 years</p> <p>Complete Supported Accommodation Review by April 08</p> <p>Develop operation outcomes in year 2&amp;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 accommodation implemented</p>	<p>Working group required to co-ordinate five council reviews of local accommodation and the ability to provide support structures.</p>	<p>Chief Officer</p> <p>Social Work Housing SPS</p> <p>Vol. Orgs</p> <p>L&amp;B Police</p> <p>SPS/Fraser Munro</p>	<p>Existing resources</p>	

Key Measure	Specific Operational Detail	Time-scale	Year 2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<b>2.4 Offending Behaviour (A1-A5; B1-B5)</b>  <b>2.4.1</b> Through the provision of effective, credible & robust community based disposals aim to reduce the proportion of offenders sentenced to 6 months or less	Implement new standards for community service and develop new framework in each council to manage and deliver Community Payback Orders resulting from legislative programme	2009-2011	Community Service Group established. SW Directors advised of key Ministerial priority. Process in place to commencement quarterly measurement of new standard	Implement new legislation and establish performance feedback.	CJSW CJA	Within Section 27	<b>YES</b>
	Establish a model of evaluation for DTTO, together with more joined-up planning involving the Alcohol and Drug Partnerships, the Community Health Partnerships and Community Planning Partnerships.	2010/11	Establish project plan and project group to audit, analyse and review effectiveness of DTTO	Make recommendations for changes in this area of service delivery if applicable	CJA CJSW Health	Existing resources	<b>YES</b>
	Review Constructs and other accredited programme availability. Consider need for mentoring / aftercare / buddying on completion of programmes.	2008-11 With annual reporting on progress	Reviews complete and now informing review of cost base in each council	Review in line with Scotland's Choice and Reform & Revitalise and new legislation	Probation Service Review / Tim Ward, West Lothian Council	Existing Resources	<b>YES</b>



Key Measure	Specific Operational Detail	Timescale	Year 2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<b>2.4.2. (A1 &amp; C3)</b>  Effectively manage sexual and violent offenders through the MAPPA process	All identified sexual offenders managed through the MAPPA process.	2008-09 and ongoing	Received Annual Report 2008-09, awaiting the 2009-10 MAPPA Annual Report	Await new legislation on violent offenders	L&B Police	Existing resources	
	Move towards same for violent offenders.						
	Develop governance framework based on Child/Adult Protection model. Ensure MAPPA is integrated into overall Public Protection governance.	Year 1 – 2008-09	Governance Group now agreed.	New model of strategic oversight to be implemented in 2010/11 to ensure consistency of delivery across five LA's, four police divisions & two health boards			
	Establish local guidance with clear roles, responsibilities and protocol for all agencies involved.	July 08	Work completed and awaiting publication – further work being undertaken to reference work with MAPPA Guidance 5	Make local guidance available across all eight CJAs			
	Develop and introduce training and support package for all agencies	Dec 08 start	L&B MAPPA Guidance manual produced July 2008				

Key Measure	Specific Operational Detail	Timescale	Year 2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<p><b>2.4.3 (A1-A5; B1-B5; C2-C4)</b></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 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>	<p>Develop proposals end of year 1</p> <p>Review and implement as appropriate year 2-3</p>	<p>Multi-agency group established. Chaotic Lives report published January 2009. A range of proposals for service improvement were brought to CJA in March 2009</p> <p>Secondee appointed in September 2009 to a new specialist temporary position for multi-agency service development for delivery of new gender specific services.</p> <p>Post will be line managed by East Lothian Council</p> <p>Group to develop other recommendations / actions from Chaotic Lives</p>	<p>Development of new services to be approved and implemented across L&amp;B.</p> <p>Training on new service delivery to be completed.</p>	<p>Chair vacant</p> <p>SPS NHS Visitors Centre RMA Apex Turning Point SACRO CJSW</p>	<p>£50k year 2 allocated from existing resources</p>	

Key Measure	Specific Operational Detail	Timescale	Year2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<p><b>2.4.4 (A1-5; B1-5; C2-4)</b></p> <p>New strategic development for the management of young persistent offenders aged 14-18 years</p>	<p>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</p>	<p>Approval Nov 07 Funding bid Dec 07 Project description Feb 08 Project Board April 08</p>	<p>Project Board established. New service to go live on 1/10/08 across L&amp;B. Initial target for 10 places as direct alternative to custody</p> <p>Project extended by 6 months for 10 additional places until 30/9/09</p> <p>Project has directly reduced numbers in custody at Polmont HMYOI</p>	<p>Evaluate project outcomes and determine, based on effectiveness whether to introduce a permanent new supervision requirement for 16-18 yr olds and establish cost base</p>	<p>Chief Officer  CJSW Includem Venture Trust SCRA Scottish Courts</p>	<p>Within existing resources. New service if required to be re-costed and provisioned.</p>	<p><b>YES</b></p>
<p><b>2.4.5 (A3, A4, B5, C4)</b></p> <p>Greater use of diversionary practice for less serious or first time offenders</p>	<p>An assessment of need and agency response to SACRO Restorative Justice Model</p>	<p>Year 1 – complete the assessment of need review</p>	<p>Work-stream currently under review</p>		<p>Keith Simpson/ SACRO  CJA COPFS</p>		

Key Measure	Specific Operational Detail	Timescale	Year2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<p><b>2.4.6 (A1-A5 ; B1-B5; C1-C5)</b> 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)</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>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</p> <p>Planned surgery at HMP Addiewell</p>	<p>Initial evaluation October 2008</p> <p>To be introduced from 1/10/08</p> <p>From 2009</p> <p>From 2009</p>	<p>CLC, CJA &amp; 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.</p> <p>The Scottish Legal Aid Board has in partnership with the CJA agreed to provide a civil legal advice service to prisoners, ex-prisoners &amp; prisoners' families in prison and the community (CLC).</p>	<p>Following purchased service review determine extent of re-provisioning of this resource</p> <p>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</p>	<p>Chief Officer</p> <p>City of Edinburgh SACRO SPS</p> <p>Lindsay Jessiman Scottish Legal Aid</p>	<p>Existing resources</p> <p>3 Solicitors recruited by Scottish Legal Aid</p>	
<p><b>2.4.7 (A1-A5 ; B1-B5 C1,C2)</b> Establish access &amp; continuity of availability of a range of services offenders require in their transition from custody into the community (Prison Links Centre focus)</p>	<p>Increase the number of 'local' existing and new prison places that are made available to 'local' prisoners on a progressive scale</p>	<p>2006-07= 50%</p> <p>Set Targets 2008-09</p>	<p>Significant progress achieved through increase in HMP Edinburgh from 50% to 74% L&amp;B occupancy in 2007-08.</p> <p>Expected impact from: "Scotland's Choice" HMP Grampian HMP Addiewell Open Estate Review</p>	<p>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</p>	<p>Sue Brookes/SPS &amp; Chief Officer</p>	<p>Existing resources</p>	<p><b>YES</b></p>

Key Measure	Specific Operational Detail	Timescale	Year2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<b>2.4.8 (A1,A2,A5; B1-B5; C2-C4)</b> 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 and now received accreditation	Continue Forum amongst 5 LA's to agree model of roll-out of Caledonian across the CJA. Additional funding awaited in order to roll out the operation of this service	Rona Fraser/ City of Edinburgh  CJSW SPS	Existing resources Additional SG funding subject to agreement.	
<b>2.4.9 (B1-B5; C2, C4)</b> 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 HMP Cornton Vale and Polmont HMYOI. Funding has also provided support to the Family Group in HMP Edinburgh Visitors Centre  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  See 2.2.5 above	Gary Waddell/ SPS Employment Group CLAN	£30k	
<b>2.4.10 (A1, A2, A4, A5, B5, C1,C4)</b> 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	Project delivered in July 2009 in West Lothian.	Network Rail to determine whether they repeat in 2010	CJA Network Rail	Network Rail resources	

Key Measure	Specific Operational Detail	Timescale	Year2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<b>2.5 Victim Outcomes (A4, C1, C2)</b> <b>2.5.1</b> 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.</p> <p>New personnel now in place and group re-established.</p> <p>Training outcome facilitated.</p> <p>Scoping exercise re services and referral systems is complete.</p>	Victim Group to implement new actions	<p>Alan McCloskey Victim Support</p> <p>CJSW SPS Police COPFS Vol Orgs</p>	Existing Resources	
<b>2.5.2</b> 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	Training material developed & piloted and is currently being reviewed.	Victim Support training to be integrated into all CJA partner agencies induction training where applicable	<p>Alan McCloskey Marian Gray Ian McLean</p>	Existing Resources	

Key Measure	Specific Operational Detail	Timescale	Year2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Re-sources	2011-14 Area Plan y/n
<b>2.5.3</b> 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.	2008-10	Complete	Not applicable			
<b>2.6 Families Outcomes (A4, A5, C2)</b> <b>2.6.1</b> 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 -	Evaluation and review complete by end of year 1  Strategy developed year 2 and implemented 2009-10	Held Quarterly meetings with full Group. Completed mapping exercise.  Family support work at Prison Visitors' Centre progressing well.  Family member now taking part in group meetings.  Report on development work at Prison Visitors' Centre completed and circulated. Circulated proposal for funding for development of coordinated training packages.  Secured graduate student to conduct exploratory work into Child Impact Statements	Identify gaps based on mapping exercise. Continue to monitor progress of family support work.  Continue to seek funding for development of coordinated training packages.  Continue focus on provision of information at arrest and court stages.  Complete and circulate proposal for court information pilot in West Lothian.	Nancy Loucks/ Families Outside  Salvation Army SPS CJSW NHS CJA Onward Trust	£15,000	

Key Measure	Specific Operational Detail	Timescale	Year2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Re-sources	2011-14 Area Plan y/n
<b>2.6.1 cont./</b>	on the offenders family and consequently proactively identify and provide accessible information for families			<p>Identify and pursue opportunities for family support during community-based CJ orders.</p> <p>Ensure support for families across all regions of the CJA.</p> <p>Children's worker post established at HMP Edinburgh. 18 months development post targeted at Children Affected by Imprisonment</p>	<p>NHS Lothian HMP Edinburgh CoE Families Outside Bookstart Kids VIP Experiential Play Toy Box Smile Child care Salvation Army</p>	£25k from EVOC	
<b>2.6.2.</b>  Mitigation of the impact of imprisonment through provision of information (directly meets community outcome on families)	2008-09 set operational responsibilities and agree outcomes		Operational responsibilities reviewed and new arrangement agreed to deliver better described outcomes through additional staffing	n/a	<p>Nancy Loucks/ Families Outside</p> <p>Salvation Army SPS CJSW NHS CJA Onward Trust</p>		

Key Measure	Specific Operational Detail	Timescale	Year2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Re-sources	2011-14 Area Plan y/n
<b>2.6.3</b> 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	Families seminar in planning phase. 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	Year2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<b>3.1.1 (A2,A3; B1-B5; C1,C2)</b> 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 Single Outcome Agreements	2008-11	Autumn 2009 appointment of Strategic Development Co-ordinator. Job requires alignment of CJA and CPP plans	By March 2011 achieve integrated planning framework between statutory planning partners	Chief Officer SDC Chief Executives Members COSLA	Existing resources	<b>YES</b>
<b>3.1.2 (B3-B4; C1,C2)</b> 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 Single Outcome Agreements	2008-11	Autumn 2009 appointment of Strategic Development Co-ordinator. Job requires alignment of CJA, CHP and CH(C)P plans	By March 2011 achieve integrated planning framework between statutory planning partners	Chief Officer SDC Chief Executives		<b>YES</b>
<b>3.1.3 (A5; B1-B5; C1-C3)</b> 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	LSCMI is being developed nationally which will capture many of the functions described in this key measure	Chief Officer  Local Authorities IT SPS Police CJA		

Key Measure	Specific Operational Detail	Timescale	Year2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<b>3.1.4 (C1-C3)</b> 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 Partnership Development Manager appointed in October 2008  Phase 1 of project complete.	Phases 2&3 to complete in Oct 2009 – Oct 2010	Chief Officer Project Manager The Robertson Trust Apex SPS Includem Vol Orgs	Total 2 year project funding £102,000:  The Robertson Trust: £30,000 SPS £30,000 Scottish Government: £12,000 VOs £30,000	
<b>3.1.5 (C1-C2)</b> 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 Project Manager CJA CJSW Voluntary/ independent sector	Existing resources	

## DEVELOPING AND SUPPORTING THE WORKFORCE

Key Measure	Specific Operational Detail	Timescale	Year2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<p><b>4.1.1 (C1-C4)</b></p> <p>Development of integrated training plan across CJA understanding needs of all service providers and establishing shared training practice</p>	<p>Use resources of agencies to audit and plan training needs of workforce recognising both the national and local training agenda</p>	<p>2008-09 and ongoing</p>	<p>Comprehensive training plan prepared including roll out of national training elements. Training delivery now programmed for this and subsequent years</p>	<p>Implementation of the plan for integrated training where this is necessary and meets with the partners training objectives</p>	<p>Marian Gray/Scottish Borders Council</p> <p>CJSW Training SPS Police Vol Orgs</p>	<p>Provisional Costs: Multi Agency Risk training £10,800</p> <p>Working with Women Offenders £9,900</p>	
<p><b>4.1.2 (C1-C4)</b></p> <p>Ensure integrated service and staff development allowing emergence of best practice and sharing across agencies</p>	<p>Develop a model of service planning. This brings together agencies and staff to develop specific services and share skills.</p>	<p>2008-09 and ongoing</p>	<p>As above</p>	<p>As above</p>	<p>Marian Gray/Scottish Borders Council</p> <p>CJSW Training SPS Police Vol Orgs</p>		

## COMMUNICATION STRATEGY

Key Measure	Specific Operational Detail	Timescale	Year2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<b>5.1.1 (A2,A3,A5; C2)</b>  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		Website established.  National Sharepoint site established	Actively promote Hyperlinks to all agencies  Carry out review of current website to consider interactive CJA partners page for provision of information, best practice, surveys	Chief Officer	Existing resources  Costs to be scoped and resource identified	
<b>5.1.2 (A2,A3,A5; C)</b> 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	Year 1 and ongoing	Successful launch event, copy sent to all local press contacts and radio  Radio & TV coverage achieved for Venture Trust mobile unit, Launch  Two issues of Community Service Newsletter produced & distributed  Life/Time launch planned for March 2009	Continue established Newsletter production and delivery at 6 monthly intervals	Chief Officer	Existing resources	

Key Measure	Specific Operational Detail	Timescale	Year2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<b>5.1.3 (A2-A5 ; C2)</b>  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	Progress update 2008-09	Develop the Life/time project introduced in schools as pilot. The project was formally adopted by the CJA at their meeting on 5 <sup>th</sup> June 2008.  The programme has now been delivered to 800 school children  Formal launch of project planned for March 2009	Continue Life/Time project & secure funding from various sources	SPS / CJA	CJA - £2,000 Fire Police SPS British Red Cross Network Rail Families Outside Fiscal office	
<b>5.1.4 (A2-A5 ; C1-C2)</b> 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	Process established together with introduction of national Sharepoint site. L&B CJA well represented in both, examples of good practice and contributions to Sharepoint	Continue year 2s progress.	Chief Officer	Existing	

## PERFORMANCE FRAMEWORK

Key Measure	Specific Operational Detail	Timescale	Year2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<b>6.1 (A2; B1-B5; C1-C4)</b> Integrated Case Management	Focus upon multi-agency co-operation to significantly improve performance	Year 1-3	National target of 85% achieved and exceeded to 94% Quarterly reports issued and reported on	Joint agreement to national target of 85%. Currently exceeded and continue to report quarterly.  Introduce new qualitative measures of family attendance, recognising that this measure must be individually tailored to each family if appropriate	SPS/CJA/ CJSW	Existing Resources	
<b>6.2 (C1 -C4)</b> Increase CJA capacity to undertake performance management and quality assurance function	Employ specialist resource to undertake performance management and quality assurance functions	Year 1-3	Agreement reached with LA's to work together to develop performance framework mechanism reflecting national strategy and national standards. Product delivered but not yet in use due to unresolved issues relating to double inputting. Current discussions with LA Directors to try and resolve	Implement performance framework mechanism and commence routine collation and analysis of data.	Chief Officer	Existing resources	<b>YES</b>

Key Measure	Specific Operational Detail	Timescale	Year2 Progress/ Amendments	New Outcome Year 3	Work Group/ Chair	Resources	2011-14 Area Plan y/n
<b>6.3 (C1-C4)</b> 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.  All services reviewed and recommendations integrated into service development plans	Undertake cost base review using independent firm of accountants.	Chief Officer Directors/ Chief Social Work Officers Service Managers CJA Finance Manager	Existing resources	
<b>6.4 (C1-C4)</b> 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	As 6.2 above	Adopt SPS performance framework proxies until adoption of LSCMi model	Chief Officer	Existing resources	