

# **Criminal Justice Social Work Service**

**Service Commissioning Statement  
2009/10-2011/12**

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## **1. Introduction**

This statement is intended to outline the approach the Criminal Justice Social Work Service will take to contracting and commissioning services for the period 2009-12. It will build on the existing 2008-11 Service Plan signed off by the Social Policy, Policy Development and Scrutiny Panel. That plan is detailed and includes a robust and challenging Action Plan for the next three years.

Current service provision is overwhelmingly delivered from resources contained within the Criminal Justice Social Work Service, focussed on delivering legislative requirements in relation to the assessment and statutory supervision of offenders. The intention of this statement is to;

1. Identify the areas currently prioritised for service delivery
2. Identify how services may develop over the next three to four years and what gaps may exist as a result
3. Identify how contracting and commissioning may be used to fill those gaps, including the use of partnerships

This service commissioning statement involves a range of drivers, both national and local, including the following;

### **Local Drivers;**

- The Lothian and Borders Community Justice Authority Area Plan 2008-11
- West Lothian Single Outcome Agreement
- West Lothian Corporate Plan
- West Lothian Community Safety Plan
- West Lothian Community Plan

## National drivers;

- The revision of National Objectives and Standards due to be renamed National Outcomes and Standards and launched in the Summer of 2009
- National Strategy for the Management of Offenders, 2005
- Multi Agency Public Protection Arrangements imposed as part of the Management of offenders Act 2005.
- Implications of the implementation of 'Scotland's Choice' – The report of the Scottish Prisons Commission led by Henry McLeish and published in July 2008
- Implications of 'Refresh and Revitalise', a Scottish Government Report laying out intentions for reforming
- Implications of the Scottish Governments response to the above documents, contained in '*Protecting Scotland's Communities; Fair, Fast and Flexible Justice*' which was published at the end of December 2008.
- National Accommodation Strategy for Offenders
- Getting our Priorities Right
- Report of the Tripartite Group
- 'Changing Lives' –The Report of the 21<sup>st</sup> Century Social Work Review

A range of relevant national legislation attached as appendix 1 of this report

The 2008-11 Criminal Justice Social Work Service Plan has a detailed Action Plan which is attached as appendix 2 of this statement. This plan is robust and far reaching. It will now be supplemented by a commissioning action plan which details how partnerships and commissioning will be used to develop the aims of the service and in particular the overall aim of reducing re-offending in line with the National Strategy for the Management of Offenders. This Commissioning Action Plan will be discussed later in this Statement and is attached as appendix 3.

## **2. Results of Consultation and Engagement with service users, partners and other stakeholders**

As part of its approach to achieving customer service excellence, the Criminal Justice Social Work Service consults regularly with its service users, staff, partners and other key stakeholders. This is achieved through focus groups, one to one interviews, reviews and a range of surveys.

Key partners and stakeholders are specifically defined as follows;

- Other Lothian and Borders Local Authorities
- Lothian and Borders Police
- Lothian and Borders Community Justice Authority
- Crown Office and Procurator Fiscals Office (COPFS)
- The Scottish Courts Service
- APEX Employment Services
- The Scottish Government Effective Practice Unit
- Other internal West Lothian Partners

Consultations with our partners indicate that they are happy with the relationship they have with the Criminal Justice Social Work Service, but together we are identifying directions that the service will need to go in the coming years.

In the range of feedback mechanism's we undertake with service users (which includes formal one to one review, feedback questionnaires and focus group activity), indications are that they are happy with the support they receive but would like additional support in order to be able to reintegrate into the community. Specifically they have stated that in order to make use of the structured programmes the service delivers, such as Constructs: PSSO, they would like additional mentoring to help put behaviour change into practice. This involves help in accessing;

- Employment
- Literacy and Numeracy support
- Accessing Community Education
- Support with Benefits
- Access to health services
- Support with accommodation

These services are entirely in line with the range of local and national drivers noted above and there is clearly a need to focus not just on the statutory duties the Criminal Justice Social Work Service is required to fulfil, but also on the wider aims of the service in relation to achieving effective work with offenders. This will be explored further in section 4 of this report. This will involve making greater use of partnership working and exploring how commissioning and contracting can assist in utilising external resources.

This plan has been through a formal consultation process with members of the West Lothian Criminal Justice Strategic Management Group and also within its own staff group.

### **3. Controls and Restrictions on the Service**

Predominantly, the duties of the service are dictated by legislation (detailed as appendix 1 of this report) and the National Objectives and Standards for Criminal Justice Social Work, which are now under review after being in operation since 1991. The new standards should be implemented during the summer of 2009

The service is also predominantly funded by ring fenced Section 27 funding. This provides significant financial constraints as the allocation of funds are determined by Lothian and Borders wide distribution by formula and national prioritisation. In recent years this has disadvantaged West Lothian but all main services are under review and financial allocations may be revised. It also remains to be seen as to whether the ring fencing of Criminal Justice Social Work funding, preserved under the Single Outcome Agreement for 2008-9, continues in future years.

The service is scrutinised in a number of ways;

- By the Lothian and Borders Community Justice Authority to ensure consistency, quality, effectiveness and best value.
- By the Scottish Government through annual Aggregate Returns of Information
- Through Audit Scotland Key Performance indicators
- Internally through the West Lothian Assessment Model (WLAM)
- Through the Initiatives database and Covalent
- Through national Inspection agencies such as Social Work Inspection Agency (SWIA) and Her Majesties Inspectorate of Education (HMIE).
- Through Internal audits within the West Lothian Council Criminal Justice Social Work Service in order to monitor compliance with National Objectives and standards.

#### **4. Existing Service Activity and Priorities**

The current Criminal Justice Social Work Service is focussed on its three main aims;

- To assist those involved in offending behaviour to make better choices and lead more positive and productive lives.
- To work in partnership to reduce risk of harm to communities
- To reduce the level of re-offending

The service has key statutory responsibilities that are delivered as follows within the following Practice Teams;

##### Court and Assessment Team

Bail Information  
Bail Supervision  
Court Social Work Duty Service  
Diversion from Prosecution  
Court Mental Health advice  
Social Enquiry Reports  
Stand Down Reports  
Restriction of Liberty Order Assessment

##### Community Work Orders Team

Community Service Orders  
Unpaid work as a condition of a Probation Order  
Supervised Attendance Orders  
Fiscal Community Work Order Offers

##### Probation Supervision Team

Probation Orders  
Social Enquiry Reports on Open Cases  
Constructs: PSSO  
Domestic Abuse Programmes  
Sex Offender Supervision  
Services for Women Offenders  
Other structured programme provision

## Criminal Justice Throughcare Team

Parole Licences  
Non-Parole Licences  
Extended Sentence Supervision  
Supervised Release Orders  
Short Sex Offender Licences  
Automatic Conditional Release Licences  
Other types of Licence that exist in England and Wales  
Throughcare Addiction Service  
Voluntary Throughcare  
Support to serving Prisoners and their families  
Home Detention Curfew Assessment  
Home Circumstance Reports  
Home Background Reports

## Drug Treatment and Testing Orders Team

Drug Treatment and Testing Orders  
DTTO assessment

## HMP Addiewell

Integrated Case Management  
Statutory support to those serving long-term custodial sentences  
Circular 18 responsibility  
Prison duty service

## Service Wide Responsibilities

Multi Agency Public Protection Arrangements  
Risk Management of High Risk Offenders  
Risk Assessment of Offenders using;  
LSI-R  
LSCMI  
Stable and Acute 07  
Risk Matrix 2000  
Criminal Justice Child Protection Responsibilities  
Criminal Justice Adult Protection Responsibilities

## Other responsibilities currently delivered in partnership

Employability service delivered through Service level agreement with APEX  
Liaison offered to Victim Support  
Service responsibility for Emergency Planning with WRVS  
Supported Accommodation

## Community Work Orders Placements

There are a range of placements used by the Community Work Orders Team that result in productive partnerships. These include;

- Furniture recycling project delivered in partnership with Housing
- Polbeth Market Garden in partnership with WELFHED and the Health Improvement Team
- Graffiti removal scheme delivered with the HIT Team
- Livingston Heritage Centre
- Linlithgow Canal Basin

There are a range of other short-term placements with mutual benefits.

## 5. Service Capacity

The service is currently operated almost entirely in house, with the largest majority of funding provided by the Scottish Government through ring fenced Section 27 Funding. The funding received is to ensure the delivery of necessary services detailed in Section 4 above. All services are currently delivered from one base in Lomond House, Livingston. The service has a set of projected outputs laid out in the 2008-11 Service Plan. These are attached as Appendix 4 and will be the subject of annual review in the early part of 2009.

The only service currently formally commissioned through a Service Level Agreement is an employment advice service provided by APEX for which the Criminal Justice Social Work Service pays in the region of £9,200 per year for the equivalent of 3 hours per week. This provision is under review both in terms of best value and also if it is reflective of the needs of clients.

The Criminal Justice Social Work Service also commissions NHS Lothian to provide nursing services for the Drug Treatment and Testing Orders service. The increasing costs of these services have provided cost pressures, and the DTTO service is currently under review as it does not currently have the capacity to continue to meet demand from the courts.

We work in partnership with a range of other services but not through a financial purchasing arrangement. Partnership working has proven to be very beneficial in recent years and will increase as part of this commissioning strategy.

Whilst it is felt overall that the service can meet the demands currently placed on it, there are a number of drivers that will require a fresh approach to examining which services will need to be commissioned in future. This will include to what extent partnership working can assist in meeting these drivers.

The Criminal Justice Social Work Service has a proven track record of flexibility and creative use of its own resources. There are however a number of perceived gaps in terms of current provision to offenders and also a probable increase in demand following implementation of new legislation.

## **6. Gaps in service provision**

The Criminal Justice Social Work Service will need to adapt to a range of new requirements and identified service development needs.

### National Outcome Agreement

The introduction of Outcome agreements will have an impact on aspects of the Criminal Justice Social Work Service. Whilst Criminal Justice Section 27 funding remains, at present, ring-fenced unlike other council Social Work services, the Single Outcomes identified by West Lothian will impact on Criminal Justice, particularly in the areas of public safety and employability. The service is heavily involved in the development of the life stage model.

In particular, Community Work Orders are focussing on the impact it can make on improving communities across the whole of West Lothian and is developing a strategy aimed at ensuring its activities achieve important outcomes for West Lothian citizens. Linked to this is a plan to make offenders more employable and work is already underway with West Lothian College to explore how qualifications can be more closely linked to work being undertaken within Community service and other such Orders.

In particular, the Criminal Justice Social Work Service is involved in the development of the Life Stage models and leads on the Young People in Transition Life Stage. The outcomes and activities ultimately assessed as being required as part of this process will need to be contained within this Commissioning Statement.

### Review of National Objectives and Standards

The revision of National Objectives and Standards will result in a general shift towards looking at measures to assist in helping offenders desist from offending. This will, for the first time, recognise and require input from a range of new and existing partners. The emphasis meets the existing aims of West Lothian Criminal Justice Social Work Service but having a fully joined up approach to effective intervention with offenders. It will be driven by demonstrating effective outcomes.

## National Strategy for the Management of Offenders

The National Strategy for the Management of Offenders recognises the need for other agencies to support the work of Criminal Justice Social Workers in achieving a reduction in the rate of re-offending, a requirement noted as one of the outcomes in the National Outcome agreement. As well as direct work on offending behaviour through the provision of credible offender behaviour change programmes, the National Strategy document notes the need to address all aspects of an offender's life in order to support desistance. These include;

- Employability
- Health and well-being
- Accommodation
- Literacy and Numeracy
- Access to Education and Employment

These themes are to be the main focus of the Criminal Justice Social Work Service Commissioning Action Plan attached as Appendix 3.

## National Policy Drivers

The introduction of measures linked to 'Scotland's Choice' and 'Refreshing and Revitalising' through the 'Protecting Scotland's Communities' paper, resulting in new legislation expected during 2009 will have significant repercussions.

Indications from these reports show that higher demand will be made on all community supervision orders than at present. There is a particular emphasis on the use of Community Work Orders and the need to make these more immediate, visible, publicly accountable and beneficial. There is a strong use of the term 'pay back'. There will also be increased demand on diversionary activity and court services but with a reduction, in the longer term, in the number of court reports. It is envisaged that there will be particular growth in demand for reframed Probation and Community Work Orders as the government seeks to drastically reduce the use of short custodial sentences, which should result in a further increase in resources and subsequent staffing. There will be additional impacts on use of vehicles for Community Work Orders and a review of whether current arrangements are meeting best value requirements is under way.

## HMP Addiewell

The service has been awarded the contract for providing statutory Social Work Provision at HMP Addiewell. A Service Level Agreement has been drawn up with Kalyx Custodial Services who operate the Prison to clarify the detail of what is to be provided.

At the time of writing, it would appear that around 80% of the prison population will be remand and short term prisoners from Lanarkshire with the remainder being long term prisoners from Lothian and Borders.

## Violent and Other High-Risk Offenders

Heightened arrangements for the supervision of violent offenders and the introduction of new staff to support tenancies have amplified the importance of joined up working and greater focus will be placed on joined up approaches to managing high risk offenders. This will involve the commissioning of electronic equipment through Careline. The Multi Agency Public Protection Arrangements (MAPPA) continues to prove a strain on resources and gaps have been identified in administering the system effectively.

## Civic Centre

The move to the Civic Centre will provide opportunities for both increased efficiency and effectiveness as well as opportunities for partnership working. Accommodation capacity will continue to be a challenge as the service continues to expand, but it is hoped that the flexibility that the Civic Centre will bring will assist with this expansion along with new approaches to flexible working.

## Domestic Abuse

There is to be a national roll out of programmes for perpetrators of domestic abuse to be known as the 'Caledonian system'. This will be an intensive two-year programme that will involve input for both male perpetrators and female survivors of abuse. The service has a high level of existing need for domestic abuse input with around 20% of Probation Orders being linked to domestic abuse. This along with the existing programme for tackling general offending behaviour, Constructs: PSSO, provides ongoing demands for training.

## Risk Assessment

The introduction a national web based risk assessment tool, known as LSCMI, will require significant levels of training. It is hoped that these gaps will be filled by the availability of a Lothian and Borders wide Training Co-Coordinator. The external commissioning of training is unlikely to be required outwith existing training resource allocation.

## Young Offenders

The service has already passed on work with 16 and 17 year old offenders to the Youth Justice and Family Support Team. This arrangement will need to be reviewed in order to assess the positive outcomes this arrangement has achieved and ensure that any benefits derived from the commissioning approach. This will link to the service statement being developed by Children and Families.

## Women Offenders

Services for women is acknowledged as being a gap for the service. Women offenders account for around 10% of the service's activity. Focussed programmes for intervention and unpaid work are required to meet requirements of equality impact.

The most significant need for the service is the lack of specific service development resources. This exists in other parts of Social Policy and the creation of full time Service Development Officer functionality would bring Criminal Justice in line with other Social Work services and enable the service to take forward what is a very big agenda.

## 7. Financial Resources

It is difficult to predict exactly what the financial position will be over the next three years. There is unlikely to be any inflationary uplift from the Scottish Government as there hasn't been for the last three years.

Criminal Justice is funded predominantly from the Section 27 Grant funded by the Scottish Government through the Community Justice Authority. There is an historic formula applied that dictates the distribution of the grant across the five councils in the Lothian and Borders area. There is an overall grant to Lothian and Borders of £14,704,000 .The grant is divided into Core and Non-Core funding with West Lothian receiving 15.78% of Core money. This is felt to be an unfair distribution of funding out of line with workloads. Of which West Lothian does proportionately more. The government allocation of grant for Core funding is based on a workload measure.

At present the Community Justice Authority is undertaking a review of core Criminal Justice services, including an examination of how funding is distributed across Lothian and Borders. It is hoped that West Lothian will benefit from this review which will assist in meeting any gaps in provision that are met currently by payments from Social policy to supplement Government section 27 payments.

It is envisaged that the increases in workload arising from new legislation will provide increases in budget but at this stage it is unclear as to how much this will be.

In 2008-9, funding has been as follows;

<b>Funding Source</b>	<b>Amount</b>	<b>Activity Provided</b>
S27 Grant	£1,896,538	Core and non-core activity defined by statute and other Government policy. Includes Court Services, Probation, Social Enquiry Reports, Throughcare and Community Service. See appendix 4 for quantities of service users seen.
SP Grant	£ 379,396	Provides additional support for West Lothian specific activity and fills perceived gaps in government and Community Justice Authority funding
Kalyx Services	£140,000	Part year Provision for the statutory services at HMP Addiewell which commence in December 2008.

## **8. Training and Development Implications**

From 2007-8, West Lothian Council Criminal Justice Social Work Service was required to work along other partners as part of the Lothian and Borders Community Justice Authority. The Community Justice Authority has now had its Area Plan for 2008-11 approved by the Scottish Government. West Lothian Council and partners within the CJA fully support the 'Reducing Re-offending' consultation process that began in April 04 that resulted in the National Strategy for the Management of Offenders. It also included the commencement of the Management of Offenders (Scotland) Act 2005, the Multi-agency Public Protection Arrangements (MAPPA) and the introduction of the Community Justice Authorities.

Within West Lothian, the Criminal Justice Social Work Service has its own 2008-11 plan which aims to positively impact on the community in as many ways as possible by linking in to the National Outcome agreement Priorities and also Local Outcome initiatives.

There may be much work to do in terms of aligning staff with the Commissioning objectives outlined in the Action Plan attached as Appendix 3.

Most of the service's training needs are met from within its own staffing establishment, or through the Lothian and Borders Training Coordinator.

There are however some areas that fall within the Social Policy wide Learning and Development function, including aspects of Emergency Planning that fall within the Criminal Justice Manager's remit.

As far as workforce development is concerned, the main focus in the coming years will be on ensuring all practitioners are trained in core risk assessment tools and that the service meets its aims of introducing new accredited programmes to tackle domestic abuse. Strategically, succession planning is a key theme with an identified need to ensure supplies of both Social Workers and Managers in the future.

The plan below summarises the key perceived needs and will link in to the Social Policy Learning and Development Strategy.

<b>Action</b>	<b>Task</b>	<b>Lead</b>	<b>Timescale</b>
Ensure all staff have been trained in Core Risk assessment Tools	Deliver training to all staff in LSCMI and other mandatory tools	Ian Mclean Lothian and Borders CJSW	April 2010
Ensure all new staff receive full induction training	Deliver training in existing induction programme	Gillian Oghene Group Manager	Ongoing
Child Protection Training	Ensure relevant staff are trained appropriately	Gillian Oghene Group Manager	Ongoing
Succession Planning	Develop programme for staff interested/capable of progression to management	Tim Ward Criminal Justice Manager	March 2010
Increase offender employability	Develop education programme for offenders undertaking Community Service	Tim Ward Criminal Justice Manager/West Lothian College/ABE	March 2010
Succession Planning	Increase number of student placements to 6 per year	Tim Ward/Isobel Meek	April 2012
Domestic Abuse Training	Participate in 'Road Testing' of Caledonian System and in future full role out of the programme	Linda Ferguson Team Manager	December 2009
VISOR	Ensure all relevant staff are trained in the use of offender management system	Gillian Oghene Group Manager	Ongoing

## **Commissioning Intentions**

As detailed above, the Criminal Justice Social Work Service has a broad range of intentions and commitments in terms of service growth and development. These will involve the improvement of existing partnerships and commissioned services as well as the development of new ones.

### Continuing services

HMP Addiewell  
Housing Partnership  
Community Work Orders Placements  
ABE Groupwork Partnership  
WRVS Rest Centre Provision  
The full range of in house statutory provision  
Advice Shop provision

### New Services to be introduced

Caledonian System for Domestic Abuse perpetrators  
Partnership with West Lothian College regarding qualifications  
Partnerships with employment agencies to increase employability  
Supported Tenancy Project  
Housing advice scheme  
Improved service for women offenders  
Extension of partnership with Adult Basic Education  
Services in line with Life Stage pilot work

### Services under review

APEX Employment services  
NHS Lothian services delivered for Drug Treatment and Testing Orders Team  
The commissioning intentions of the service are detailed in the Action plan attached as appendix 3.

## **Future Possibilities**

In terms of predicting future commissioning approaches, it is hard to look beyond the end of the current structure of Community Justice Authority's. The current Area Plan's end in 2011 and it will be interesting to see what arrangements are in place. This could be one of the following;

- Community Justice Authority's are extended
- There is a further push towards a 'National agency'
- The Government places Section 27 funding in local Government control under the Single Outcome Agreements.

**Tim Ward**  
**Criminal Justice Manager**  
**13<sup>th</sup> February 2009**

## **APPENDIX 1**

### **NATIONAL LEGISLATION**

Criminal Procedure (Scotland) Act 1995

Sex Offenders Act 1997

Management of Offenders Act 2005

Sexual Offences Act 2003

Custodial Sentences and Weapons Act 2007

Community Service by Offenders Act 1982

Social Work (Scotland) Act 1968

## Appendix 2

### West Lothian Council Criminal Justice Social Work Service

#### Action Plan 2008-11

Action	Specific	Measurable	Achievable	Realistic	Timescale	Lead Manager	Link to strategic document
Provide opportunities for offenders to undertake training modules as part of Community Service	Retrain CWO staff to assess offenders in line with agreed mechanism	Record of number of offenders completing modules	Yes. Skilled and committed workforce in place	Yes. Award mechanism's exist	March 2009	Linda Probka	CJA Area Plan (2.2.3)
Review use of supported accommodation and introduce structured supported tenancy project	Focus resources more strongly in line with 'Best Value' and effective practice principles	Number of offenders utilising services	Yes. Scoping exercise completed and resource needs identified	Yes. Carries multi agency support.	October 2009	Linda Probka	CJA Area Plan (2.3.3)
Extend use of structured Programmes	Introduce programmes for specific client groups to enhance 'Constructs PSSO' In line with available resources. To include Road Traffic and Domestic Abuse	Percentage of offenders undertaking structured programmes 70% by 2011.	Yes providing that resources are made available	Yes. Programmes exist	October 2009	Linda Ferguson	CJA Area Plan (2.4.1) (2.4.8)
Review and enhance services for women offenders	Introduce structured programme for women offenders	Percentage of offenders undertaking structured programmes	Yes providing that resources are made available	Yes. Programmes exist	October 2009	Linda Ferguson	CJA Area Plan (2.4.1) (2.4.3)
Implement Information Sharing Protocol in relation to Sex Offenders	Specific Multi Agency Protocol to be produced	Yes	Yes. Guidance in place	Yes. Draft already produced.	April 2008	Robin Allen	MAPPA Guidance

Review and revise Management of Sex Offenders Policy	Rewrite policy	Yes	Yes	Staffing resources in place	October 2008	Robin Allen	Council Policy
Enhance range of performance measures to better demonstrate effectiveness.	Produce one set of Key performance measures across all aspects of the service	Yes	Yes	Yes. Mechanisms exist to facilitate task.	April 2008	Gillian Oghene	Statutory KPI's
Enhance use of structured domestic abuse programmes	Introduce accredited domestic abuse programme	Percentage of domestic abuse perpetrators undertaking structured programme	Yes providing that resources are made available	Yes. Current Programmes exist	October 2009	Linda Ferguson	CJA Area Plan (2.4.1) (2.4.8) Corporate Plan 2007-11(p 41)
Undertake review and restructuring of Criminal Justice Management Team	Introduce specific function of Group Manager and enhance Management arrangements for Throughcare and community Work Orders	Yes	Yes, restructure will be undertaken largely from within existing resources	Yes. Proposal in place and agreed by Senior Management Team	March 2008	Tim Ward	Criminal Justice Service Plan
Undertake Administration Team review	Explore functions of key roles and regrade accordingly	Yes	Yes. Can take place within existing resources	Yes. Staff are undertaking key functions currently after a successful pilot	October 2008	Tim Ward	Criminal Justice Service Plan
Undertake Review of Community Work Orders Team	Explore roles of Officers and supervision arrangements. Review use of placements and resources.	Yes, improved performance on KPI's and range of impacts	Yes	Yes, clear areas of improvement identified	April 2009	Tim Ward/Linda Probka	Statutory KPI's CJA Area Plan Criminal Justice Plan

Undertake review of Court and Assessment Team	Explore use of Criminal Justice Assistants in order to improve performance in relation to court duty, diversion from prosecution, bail information and supervision and fines enquiry.	Yes, increased efficiency	Yes but not in shorter term	Yes	October 2009	Tim Ward/Paul Streater	Criminal Justice Service Plan Civic Centre
Plan for move to Civic Centre	Scope structural changes necessary for move to Civic Centre	Yes, by performance monitoring	Yes	Yes, move to Civic Centre agreed	October 2009	Tim Ward	Corporate Plan
Mainstream West Lothian Project	Introduce WLP principles into all areas of Court and Assessment work	Yes	Yes, assuming ongoing support from key partners	Yes	April 2008	Paul Streater	Criminal Justice Service Plan
Introduce prison based Social Work Service into HMP Addiewell	Plan for opening of new prison in December 2008	Yes	Yes, assuming West Lothian Council are required to provide the service	Yes	December 2008	Tim Ward/Gillian Oghene	Criminal Justice Service Plan
Review Drug treatment and testing Orders Team	Undertake Best Value Review of service to optimise use of resource	Yes, by optimising resources	Yes	Yes	April 2008	Gillian Oghene	Criminal Justice Plan Statutory KPI's
Maintain Performance in relation to customer care	Monitor performance in relation to partial compliances	Yes, through Customer Care Review meeting.	Yes	Yes	October 2008	Tim Ward	Chartermark Criminal Justice Service Plan
Establish West Lothian Community Justice Strategic Group	Establish group to explore ways to improve all aspects of work to reduce offending across partner agencies	Yes	Yes, through new KPI's	Yes	April 2008	Tim Ward	CJA Area Plan Criminal justice Service Plan

Pilot Community Work Order Offers	Introduce service for 100 offenders per year	Yes, measures already in existence	Yes funding in place for 2008-10	Yes	July 2008	Linda Probka	Criminal Justice service Plan
Review and revise Breach procedures	Update templates and associated procedures	Yes	Yes	Yes	April 2008	Paul Streater	Criminal Justice service Plan
Increase proportion of student placements	Increase ratio's of Practice Teachers and number of placements in line with Workforce development Strategy	Yes, number of Practice Teachers and students supervised	Yes, Practice Teachers identified	Yes	April 2009	Gillian Oghene/Tim Ward	Criminal Justice service Plan Social Policy Workforce Development Strategy
Prepare MAPPA procedures for Violent Offenders	Ensure systems are in place for the introduction of Violent Offenders to MAPPA	Yes, number of offenders	Yes, given resources	Yes	October 2008	Robin Allen	Criminal Justice service Plan
Review provision of services for offenders employability	Review Service Level Agreement with APEX	Yes, number of offenders receiving a service with a positive outcome	Yes	Yes	April 2008	Gillian Oghene	Criminal Justice service Plan
Review Bail Information and Supervision service	Review with a view to increasing uptake	Yes	Yes	Yes	October 2008	Paul Streater	Criminal Justice service Plan
Review work patterns	Review current work patterns and consider establishing pilot for compressed hours to enable evening working	Yes, by establishing evening working requirements	Yes	Yes, interest already exists from relevant staff	October 2008	Tim Ward	Criminal Justice service Plan

Explore possibility of establishing a community link centre	Explore possibilities of establishing community link centre to meet demands posed by establishment of new prison	Yes	Yes, given resources being made available	Yes	December 2010	Tim Ward	Criminal Justice service Plan CJA Area Plan
Devise publicity strategy	Devise strategy that allows service to promote itself more effectively using a range of media sources.	Yes	Yes	Yes	January 2009	Tim Ward	Criminal Justice service Plan
Develop violence reduction strategy	Devise joint strategy following research and scoping exercise with police, health and other partners aimed at reducing the incidence of serious violence.	Yes, once baseline is established	Yes, presuming commitment of other partners.	Yes	March 2009	Tim Ward	Criminal Justice service Plan

### Appendix 3

#### West Lothian Council Criminal Justice Social Work Service Commissioning Action Plan

<b><u>Commissioning Plan – Employability</u></b>							
<b>Action</b>	<b>Specific</b>	<b>Measurable</b>	<b>Achievable</b>	<b>Realistic</b>	<b>Timescale</b>	<b>Lead Manager</b>	<b>Key Partners/funding where applicable</b>
Provide opportunities for offenders to undertake training modules as part of Community Service	Retrain CWO staff to assess offenders and become Life coaches in line with agreed mechanism	Record of number of offenders completing modules	Yes. Skilled and committed workforce in place	Yes. Award mechanism's exist	March 2009	Viv Murphy	West Lothian College £20,000
Review provision of services for offenders employability	Review Service Level Agreement with APEX	Yes,	Yes	Yes	April 2008	Gillian Oghene	APEX £9,200
Increase access to advice services	Work in partnership with advice shop to improve access for offenders in relation to a range of advice and benefits services.	Yes, number of offenders receiving a service with a positive outcome	Yes	Yes	April 2009	Gillian Oghene	Advice Shop
Improve specific employability for women	Work in partnership with Employment agencies to improve availability of relevant employment advice services	Yes, number of women getting access to employment	Yes	Yes	March 2011	Viv Murphy	Job Centre Plus Access2 employment Careers New Deal
Improve range of advice services available to offenders and take up of job offers	Work in partnership with Employment agencies to improve availability of relevant employment advice services	Yes, number of offenders getting access to employment	Yes	Yes	March 2011	Viv Murphy	Job Centre Plus Access2 employment Careers New Deal

### **Commissioning Plan – Literacy and Numeracy**

<b>Action</b>	<b>Specific</b>	<b>Measurable</b>	<b>Achievable</b>	<b>Realistic</b>	<b>Timescale</b>	<b>Lead Manager</b>	<b>Key Partners/funding where applicable</b>
Increase Offender participation in programmed work	Involve ABE staff in delivery of Constructs in response to service user feedback. This to include support with 'Caledonian system' for Domestic Abuse perpetrators	Yes, number of clients supported or programmes delivered with the support of ABE staff	Yes, pilot already taken place to good effect. Needs further resources	Yes	October 2008	Linda Ferguson	Literacies Partnership Cultural Services Adult Basic Education £8,000
Increase offender access to literacy/numeracy support and guidance in the community	Provide specific referral service for Criminal Justice clients	Yes, number of clients supported	Yes	Yes	October 2009	Linda Ferguson	ABE
Increase offender access to literacy/numeracy support and guidance in a custodial setting	Provide a service to offenders in a custodial setting	Yes, number of clients supported	Yes	Yes	October 2009	Linda Probka	ABE CLAN
Staff Training	Provide training to Criminal Justice staff in literacies awareness	Yes, number of staff trained	Yes but needs resources	Yes	March 2011	Linda Ferguson/ABE	ABE
Increase access to certificated courses for offenders	ABE to provide courses as required on a targeted basis	Yes, number of courses	Yes, given resources	Yes	March 2011	ABE	ABE

## Commissioning Plan – Health and wellbeing

Action	Specific	Measurable	Achievable	Realistic	Timescale	Lead Manager	Key Partners/funding where applicable
Develop project with the Health Improvement Team to enhance access to healthy food	Partnership Project at Polbeth Market Garden involving WLFHED and the Health Improvement Team	Yes	Yes	Yes	October 2008	Viv Murphy	Health Improvement Team WLFHED
Improve access to follow on services following the completion of a Drug Treatment and Testing Order	Improve offer and take up of services	Yes	Dependant on other services	Yes	Ongoing	Gillian Oghene	Social Work Drugs Team/CDPS
Improve access to GP services for offenders	Review services available and increase availability of GP services to those leaving custody	Yes	Dependant on other services	Yes	Ongoing	Gillian Oghene	Community Health and Care Partnership
Develop healthy eating module for Community Work Orders Service users	Increase awareness of affordable and healthy diet options for offenders	Yes	Yes	Yes	Ongoing	Viv Murphy	Health Improvement Team

### **Commissioning Plan – Accommodation**

<b>Action</b>	<b>Specific</b>	<b>Measurable</b>	<b>Achievable</b>	<b>Realistic</b>	<b>Timescale</b>	<b>Lead Manager</b>	<b>Key Partners/funding where applicable</b>
Review use of supported accommodation and introduce structured supported tenancy project	Focus resources more strongly in line with 'Best Value' and effective practice principles	Number of offenders utilising services	Yes. Scoping exercise completed and resource needs identified	Yes. Carries multi agency support.	October 2009	Linda Probka/ Robin Allen	Homeless service Lothian and Borders Police £60,000
Review support given to offenders on release from prison	Improve ability for offenders to sustain accommodation	Yes	Yes	Yes	March 2012	Gillian Oghene	Housing and Building Services
Improve housing advice	Increase range of general housing advice available to offenders in the custody and in the community	Yes	Yes	Yes	April 2011	Gillian Oghene	Housing and Building Services

### Commissioning Plan – Education and training

Action	Specific	Measurable	Achievable	Realistic	Timescale	Lead Manager	Key Partners
Improve access to certificated training for offenders	Provide access to SVQ level 1 in horticulture for Community Work Orders clients	Yes, number of courses accessed	Yes, funding application in place	Yes	April 2009	Tim Ward	West Lothian College and Access2 employment
Improve access to certificated training for offenders	Provide access to SVQ level 1 in joinery for Community Work Orders clients	Yes, number of courses accessed	Yes, funding application in place	Yes	April 2009	Tim Ward	West Lothian College and Access2 employment
Improve access to certificated training for offenders	Provide access to SVQ level 1 in painting and decorating for Community Work Orders clients	Yes, number of courses accessed	Yes, funding application in place	Yes	April 2009	Tim Ward	West Lothian College and Access2 employment
Improve access to certificated training for Women offenders	Provide access to European Computer Driving Licence and Customer service training for Women Offenders	Yes, number of courses accessed	Yes, funding application in place	Yes	April 2009	Tim Ward	West Lothian College and Access2 employment
Improve access to certificated training for offenders	Provide access to Basic Health and safety and manual handling Training	Yes, number of courses accessed	Yes, funding application in place	Yes	April 2009	Tim Ward	West Lothian College and Access2 employment
Improve access to certificated training for offenders	Provide Access to First Aid Training	Yes, number of courses accessed	Yes, funding application in place	Yes	April 2009	Tim Ward	West Lothian College and Access2 employment
Improve access to certificated training for offenders	Provide access to Healthy eating and food hygiene courses	Yes, number of courses accessed	Yes, funding application in place	Yes	April 2009	Tim Ward	West Lothian College and Access2 employment

## Appendix 4

### Projected Output Information

#### 2.1

.	Output/ Service	Units	Quantity				Performance	Comments
			07 08	08 09	09 10	10 11		
1	Probation	Supervised offenders	271	278	285	292	Increase likely to expansion of available group work programmes and increased use of Community based disposals	
2	Constructs	Offenders	96	96	96	96	Review resources following completion of evaluation	
3	Community Work Orders	Orders	145	146	148	149	May increase due to Mandatory *(1) SAO and proposed *(2) FCWO pilot	
4	DTTO	Orders	40	40	40	40	Proposed expansion of scheme to lower tariff offenders	
5	Court/ Assessment	Reports	1330	1345	1360	1375	Review of service required for Civic Centre	
6	Bail Supervision	Orders	4	5	6	7	Further develop service provision to increase appropriate community supervised bail option	
7	Diversion	Referrals	85	87	89	91	Increase available community options	
8	Throughcare	Supervised offenders	137	140	143	146	Develop multi agency approach to supervising offenders returning to their communities	

\* 1. Supervised Attendance Orders

\* 2 Fiscal Community Work Orders