

EAST AYRSHIRE COUNCIL

SOCIAL WORK COMMITTEE : 8 NOVEMBER 2001

AYRSHIRE CRIMINAL JUSTICE SOCIAL WORK PARTNERSHIP : MINUTE OF AGREEMENT AND STRATEGIC PLAN 2002 – 2005

Report by Director of Educational and Social Services.

1. PURPOSE OF REPORT

- 1.1 To seek the approval of Committee in relation to the Minute of Agreement;
- 1.2 To advise Committee of the key features of the Ayrshire Criminal Justice Social Work Partnership's strategic plan for the period 2002 – 2005.
- 1.3 To seek Committee approval to submit the strategic plan to the Scottish Executive.

2. BACKGROUND

- 2.1 On previous occasions the Social Work Committee has considered reports on the background and progress being made in relation to the establishment of the Ayrshire Criminal Justice Social Work Partnership: (Social Work Committees 1st September 1998, 30th November 1999, 14th June 2000, 14th September 2000 and 29th March 2001).
- 2.2 The Scottish Executive required each Criminal Justice Social Work Partnership to submit a three year strategic plan by 30th September 2001. To meet this deadline a copy of the strategic plan has been forwarded to the Scottish Executive with the caveat that it has still to be considered and approved by the Council.

3. MINUTE OF AGREEMENT

- 3.1 The basis for the Ayrshire Criminal Justice Social Work Partnership requires to be formalised within a Minute of Agreement. This has been drafted with reference to each of the Partnership Council's legal services.
- 3.2 The Minute of Agreement requires each Council to be represented on the Partnership Management Group by two elected members. They will be supported by respective Directors / Chief Social Work Officers.

- 3.3 Whilst each authority will retain operational responsibility for their own area, they agree to fully co-operate in the provision of criminal justice social work services.
- 3.4 Within the Minute of Agreement the Partnership responsibilities for criminal justice social work services are agreed as:
- to set out policy, direction and strategic management;
 - to select the recipient authority regarding the proposed single grant;
 - to approve the financial budget and oversee its disbursement;
 - to act as a focal point of contact for other agencies in the Criminal Justice System;
 - to report on activities undertaken and distribute data for individual authorities;
- 3.5 The Minute of Agreement further confirms that the employees of each Council will remain the responsibility of their respective Councils, and will be subject to the conditions of service contracts and other personnel issues pertaining to these Councils.

4. STRATEGIC PLAN

- 4.1 The Ayrshire Criminal Justice Social Work Strategic Plan is for a three year period starting on 1st April 2002. It has been prepared jointly by East, North and South Ayrshire Councils for submission to the Scottish Executive.
- 4.2 The Plan affirms the importance attached by each of the Ayrshire Councils to community safety. It also recognises that an effective way of achieving greater community safety is by helping offenders change their behaviour, reduce their offending, and seek to have them undertake a full and productive role within their local communities.
- 4.3 The Plan sets out a programme for jointly reviewing core criminal justice social work services. The intention is to agree joint arrangements, where appropriate, for service development. This programme builds on existing partnership arrangements, which includes the provision of court-based services, specialist addiction services, youth crime initiatives and staff training.
- 4.4 The Plan has taken account of the priorities set out in a National Planning Statement published annually by the Scottish Executive. In keeping with these priorities the Plan includes bids to develop new, jointly managed initiatives which may attract additional monies through the 100% funding arrangement. These bids include:

- Mentally Disordered Offender Project – a two year funded project with the principal aim of creating a multi-disciplinary team drawing staff from social work and health settings to provide support and supervision for mentally disordered offenders in the community;
- Sex Offender Project – a three year funded project whose principal aim is to develop models for effective intervention and risk assessment, and to provide the appropriate staff training which ensures a high level of consistency in delivering these across the Partnership area;
- Addiction Initiative – a two year funded project to implement a range of addiction related services for offenders across the Partnership area;
- Women Offenders Project – a three year funded project to pilot intensive support and supervision for women offenders, initially in South Ayrshire, with a view to rolling the service out to the other council areas in subsequent years.

5. FINANCIAL IMPLICATIONS

- 5.1 Funding for criminal justice social work services will continue to be met through the 100% arrangement by the Scottish Executive. There will therefore be no financial implications for East Ayrshire Council resulting from this plan.
- 5.2 As previously reported, the Scottish Executive intend to provide a single grant to the Partnership for criminal justice social work services. A decision has yet to be made as to which council will receive and disburse the grant.

6. CONCLUSION

- 6.1 The Minute of Agreement formalises the arrangements necessary to ensure the successful management and operation of criminal justice social work services across the Partnership area.
- 6.2 In addition to making bids for additional funding to further develop a number of jointly managed services the three year Strategic Plan sets out a programme for reviewing core criminal justice social work services.

7. RECOMMENDATION

7.1 I It is recommended that Committee: -

- (i) approve the Minute of Agreement;
- (ii) approve the submission of the Strategic Plan to the Scottish Executive; and
- (iii) otherwise note the content of this report.

John Mulgrew
Director of Educational and Social Services
5th October 2001
DF/JB
Enc (2)

LIST OF BACKGROUND PAPERS - Nil

For further information please contact Donal Flannery, Service Unit Manager
(Criminal Justice), Tel: 01563 576907

IMPLEMENTATION OFFICER : DONAL FLANNERY

DRAFT

MINUTE OF AGREEMENT

between

SOUTH AYRSHIRE COUNCIL, a Local Authority constituted in terms of the Local Government etc. (Scotland) Act 1994 and having its principal office at County Buildings, Wellington Square, Ayr KA7 1DR,

EAST AYRSHIRE COUNCIL, a Local Authority constituted in terms of the Local Government etc. (Scotland) Act 1994 and having its principal Office at London Road Centre, London Road, Kilmarnock KA3 7DG

AND

NORTH AYRSHIRE COUNCIL, a Local Authority constituted in terms of the Local Government etc. (Scotland) Act 1994 and having its principal office at Cunninghame House, Irvine KA12 8EE
(hereinafter collectively referred to as "the Councils")

WHEREAS:-

PREAMBLE

1. **The Councils of North, East and South Ayrshire have formally agreed to establish a partnership for the management, planning, operation, delivery and development of Criminal Justice Social Work Services (hereinafter referred to as "the Partnership").**
2. The Councils wish to conjoin to deliver criminal justice services throughout the Ayrshire area.

NOW THEREFORE it is hereby agreed as follows:-

FIRST Interpretation Clause

Definitions and Interpretation:

"Agreement" means this Agreement entered into between South Ayrshire Council, East Ayrshire Council and North Ayrshire Council, *including any Schedules and all other documents which are annexed hereto.*

"Ayrshire Area" means the geographical area encompassing the boundaries of South Ayrshire Council, East Ayrshire Council and North Ayrshire Council inclusive.

References herein to statutory provisions shall be construed as references to those provisions as respectively amended or re-enacted (whether before or after the date of this Agreement) from time to time and shall include any provisions of which they are re-enactments (whether with or without modification).

Words importing the singular number shall be deemed to include the plural number and vice versa.

References to persons herein shall include all entities with legal personality including natural persons, partnerships and corporations save where the context otherwise agrees.

SECOND This Agreement will be deemed to take effect on First April, Two Thousand and Two notwithstanding the date or dates hereof.

THIRD (1) Each of the Councils hereby appoints two of their elected members, supported by their respective Director/Chief Social Work Officers (or their nominees) to be represented at meetings of the Ayrshire Criminal Justice Social Work Partnership Management Group. Substitutes for elected members and officers will be arranged, where necessary, in advance of any meeting, and a substitute for an officer shall be at Principal Officer or Head of Service level or above.

(2) The Partnership will be responsible for the strategic management and direction of Criminal Justice Social Work Services throughout the Ayrshire area. Each authority will retain operational accountability for their own area.

- (3) Each of the Councils hereby agrees to fully co-operate with each other in the provision of the Criminal Justices Social Work Services across the Partnership area.
- (4) The employees of each of the Councils shall remain employees of the respective Councils and each of the Councils shall be responsible for the payroll and personnel functions and for fulfilling all other obligations relative to their respective employees' contracts of employment.
- (5) It is envisaged that staff in the three Councils will continue to occupy their present accommodation within their respective Councils and will continue to use present resources such as computer equipment, desks etc, in order to minimise disruption to the provision of Criminal Justice Social Work Services.

FOURTH (1) The Partnership Management Group shall appoint a Chairperson on such conditions as the Partnership deem appropriate.

- (2) The Partnership Management Group shall be responsible for:-
 - (a) Setting out the policies and strategic direction of Criminal Justice Services within the Ayrshire area.
 - (b) Selecting the recipient authority for the single grant allocation from the Scottish Executive.
 - (c) Approving a single financial budget agreed between the Councils within the strategic plan, and thereafter overseeing the disbursement of the single grant allocation from the Scottish Executive and arrangements for payment of all necessary outlays.
 - (d) Acting as the focal point of contact with their respective Councils. In this role the Partnership will be responsible for:
 - (i) informing their organisations of the activities undertaken, and
 - (ii) acting as a focal point and distributor of any relevant data to and from the respective Councils.

- (3) The Criminal Justice Manager of each of the Councils will be entitled to attend each meeting of the Partnership. Where appropriate, the Partnership will also be able to invite additional personnel to attend meetings of the Partnership, to provide expert opinion or advice where such is deemed necessary.
- (4) The Partnership shall meet as agreed, and no less frequently than *four* times per annum. Any representative may call a meeting of the Partnership Management Group. A quorum for a meeting of the Partnership shall be *one elected member from each Council*.

If the meeting is not quorate, it cannot take place, and will require to be rearranged by agreement between the Councils.
- (5) The Partnership will adopt the "Best Value" principles and will promote a quality assurance approach. The Partnership will seek to achieve effective practice throughout the Ayrshire area across the full range of Criminal Justice Social Work Services, in order to maximise public protection.
- (6) The Partnership will establish a formal consultation framework with all relevant partners including the independent sector, as an integral part of strategic planning and evaluation of service. Existing standing arrangements will be revised in light of operational experience in respect of liaison with the Courts, police and other criminal justice agencies.

FIFTH

If, following the commencement of this Agreement, any dispute, difference or question on any matter cannot be resolved by or between any of the Councils, any Council may, if not already raised between them, refer the matter in writing for a decision to the Partnership, and such decision shall be given by a majority of those attending a meeting. If such a decision cannot be reached within seven days after the date of reference, any Council may require the matter to be referred in writing for a decision, to the Chief Executives of the Councils meeting

together, and any such decision shall be given unanimously. If such a decision still cannot be reached within fourteen days after the date of reference to the said Chief Executives, the Councils will appoint an independent Arbiter, who will be appointed by agreement of a majority of the Councils. A decision of the Arbiter shall be final and binding on the Councils.

Notwithstanding any dispute, difference or question, the Councils shall, as far as reasonably practicable, continue to comply with their obligations under this Agreement.

SIXTH Each Council shall remain responsible for its employees and shall indemnify the other Councils in respect of any losses, claims, expenses or damages arising from its contracts of employment with such employees, or any other terms and conditions of employment, including disciplinary matters.

SEVENTH Any Council shall be entitled to terminate this Agreement at any time, without cause, by giving not less than *three* months notice prior to the end of the financial year, said notice to be given in writing to the Partnership.

EIGHTH (1) The Councils warrant that they will duly observe all their obligations under the Data Protection Act 1998 which arise in connection with this Agreement.

(2) The Councils herein indemnify each other against any penalty incurred by the other parties as a consequence of a breach by a Council of its obligations pursuant to the Data Protection Act 1998.

NINTH This Agreement will be formally reviewed as required.

TENTH The Councils agree that this Agreement shall be governed and construed in accordance with Scots Law.

ELEVENTH The Councils consent to registration hereof for preservation and execution: IN WITNESS WHEREOF

MINUTE OF AGREEMENT

between

SOUTH AYRSHIRE COUNCIL,

EAST AYRSHIRE COUNCIL

and

NORTH AYRSHIRE COUNCIL

re Ayrshire Criminal Justice Social Work Partnership

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AYRSHIRE CRIMINAL JUSTICE SOCIAL WORK PARTNERSHIP
STRATEGIC PLAN

CONVENOR'S FOREWORD

As the Convenors of Social Work Services to the three Ayrshire Authorities, we are pleased to be part of this challenging and exciting initiative. The overall aim of the Partnership is to promote high quality, efficient services in Criminal Justice Social Work across Ayrshire.

Supervising offenders in the community carries with it great risks and our primary concern will always be the safety of our communities. We do however realise that if we are to prevent further offending, we must work towards re-integrating those offenders who have been excluded from main stream community life. Clearly, Criminal Justice Social Work Services cannot achieve this alone and within this Plan we set out various initiatives we intend developing along with a range of statutory and voluntary organisations. All these organisations have a crucial role to play in our attempts to create safer and more inclusive communities and their support in such partnerships is very much appreciated. Also, we are very aware that the needs of victims of crime have to be taken into account.

We therefore give a commitment to consult and listen to the views of a range of those in the community who are part of, or affected by, the Criminal Justice System including Police, Court personnel, offenders and victims of crime so that their views can inform our Plan and development of Criminal Justice Social Work Services.

This Plan introduces the inter-authority partnership. We think that whilst valuing local differences in practice, it will enable us to provide a much more consistent, efficient and effective service which the communities of Ayrshire deserve.

**Councillor R. Miller
Munro**

South Ayrshire Council

Councillor J. Darnborough

East Ayrshire Council

Councillor A.

North Ayrshire Council

AYRSHIRE CRIMINAL JUSTICE SOCIAL WORK PARTNERSHIP
STRATEGIC PLAN 2002-2005

Part 1: INTRODUCTION

1.1 Statement of Purpose

AYRSHIRE CRIMINAL JUSTICE SOCIAL WORK PARTNERSHIP

STATEMENT of PURPOSE

The Ayrshire Criminal Justice Social Work Partnership will strive to develop and improve quality services for the people of Ayrshire which will increase community safety, whilst reducing unnecessary custody whenever possible.

The Ayrshire Criminal Justice Social Work Partnership will be established through a legally binding Minute of Agreement.

The Partnership Criminal Justice Social Work Services Strategic Plan covering the period 2002-03 to 2004-2005 is being submitted to the Scottish Executive. It has been prepared in accordance with the joint planning arrangements set out by the Scottish Executive *Principles and Key Requirements*, May 2000 and *National Objectives and Standards for Social Work Services in the Criminal Justice System*.

The Planning framework is in keeping with the Strategic Planning Guidance issued by the Scottish Executive, May, 2001 and provides for the development and delivery of Criminal Justice Services throughout Ayrshire. The Plan :

- takes account of the National Priorities Statement for 2001-02 and onwards;
- informs on national standards services and takes account of national perspectives and policies with local policy developments and local need;
- links criminal justice to other social work services and Council services particularly within the Partnership area;
- links to other statutory and voluntary agencies within the criminal justice system;
- promotes transparency in decision-making, equitable access to criminal justice services, greater consistency in service assessment and provision taking account of social inclusion strategies;
- prioritises service developments to vulnerable individuals within selected client groups;
- adopts 'best value' principles and promotes a quality assurance approach.

The Aims and Objectives are intended to maximise community safety, whilst avoiding the use of unnecessary custody, by providing a range of viable alternatives to custody. Services will be provided in keeping with the tenets of effective practice as set out in the "What Works" agenda, in accordance with National Objectives, address offending behaviour and meet individual need.

Aims

to:

- Meet the *principles and key requirements* set out by the Scottish Executive
- Maintain and improve service delivery at a local and Ayrshire level through different forms and methods of intervention at various stages in the criminal justice process
- Promote individual supervision by modular and intensive programmes informed by a consistent, systematic risk assessment procedure whilst interrelating with other social work specialist and community services
- Utilise partnership opportunities to evaluate effectiveness and use local research to improve the full range of community disposals
- Maximise community safety and reduce the use of custody whenever appropriate
- Offer a high level of service to offenders, ex-offenders, their families
- Promote the interests of victims of crime

Objectives

- Practice will be underpinned by risk assessment and risk management principles
- A range of intervention programmes will be established with built-in evaluation techniques and arrangements made to apply for their accreditation
- Allocation to a programme will be based on a detailed and consistent risk assessment; matching offenders to the appropriate intervention
- The Partnership will adopt the “Best Value” principles and promote a quality assurance approach

1.2 Consultation

This Plan has been developed jointly by the three Ayrshire Councils. An initial draft, with additional Fact-file information was initiated. This included consultation with a range of stakeholders particularly members of individual Council's Criminal Justice staff, Union representatives, Elected Members, Court Service, Ayrshire & Arran Primary Health Care Trust, Ayrshire & Arran Health Board, voluntary agencies and Scottish Executive personnel.

The draft Plan has now been reconfigured to reflect the guidance issued by the Scottish Executive Justice Division. On approval by the three Ayrshire Council's Social Work Committees, further consultation will be undertaken with identified stakeholders particularly;

- Sheriffs, Procurators Fiscal, Victim Agencies, Health Services, Drug Agencies, Police, Council Services and the Voluntary Sector on various aspects of this plan.

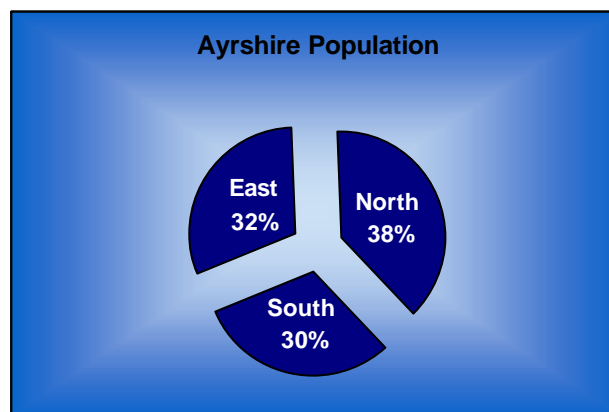
The Plan is intended to inform all parties with an interest in the strategic development of Criminal Justice Social Work Services.

Part 2: GROUPING PROFILE

2.1 Overview

Ayrshire covers 1,219 square miles and has long historical and cultural ties between Councils. It has a diverse population, located in urban, rural and isolated communities. These range from the large towns of Ayr, Irvine and Kilmarnock, to small rural towns and villages in Doon Valley, Carrick, Garnock Valley and the islands of Cumbrae and Arran.

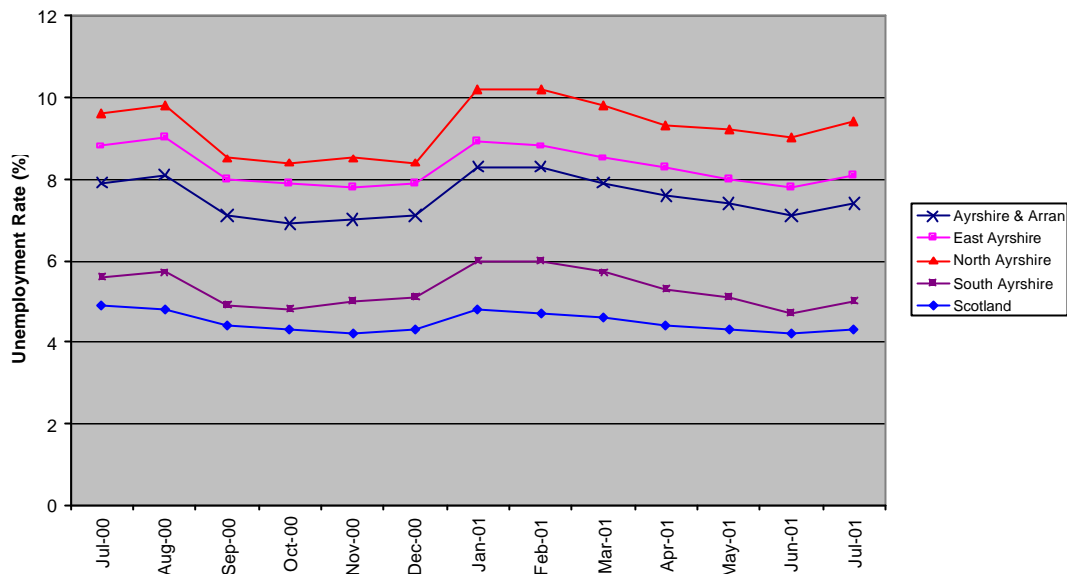
Population North, East and South Ayrshire have a total population of approximately 373,400 people (*General Register Mid-Year Estimates 2000*). The percentage population is North 38%, South 30% and East 32% with those from an ethnic background throughout Ayrshire, 0.5%.



The population age range (1999) indicates little difference between the three Council areas in distribution, apart from over 65 age group, which has a slightly greater representation in South Ayrshire as a percentage of total population. Over the previous few years there has been a relatively stable population, with the ratio of males to females consistent between Councils, with a slightly greater number of females in the population. The 16-24 age group, which is significant to the Criminal Justice system, indicates similar to the population percentage at North 39%, South 30% and East 31%.

Socio Economic Factors Unemployment is a significant crimogenic factor and through the use of LSI-R Risk Assessment Tests (Social Enquiry Reports), unemployment is a significant factor in the local offending population. The following chart (*National Statistics via nomisweb*) shows the percentage claiming unemployment in the three Council areas and also the Scottish average, from July, 2000 to July, 2001.

Workforce Unemployment July 00 to July 01

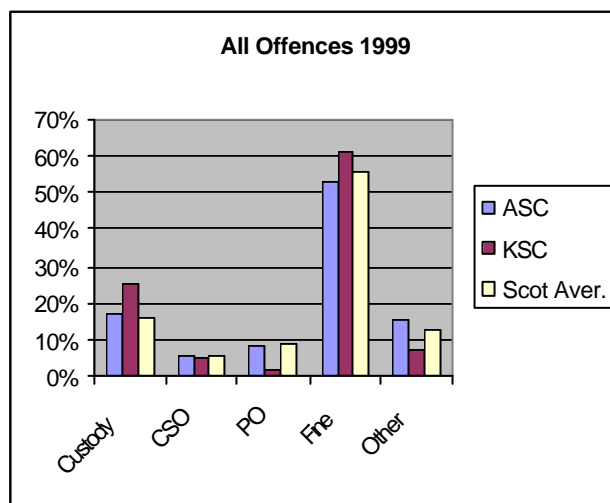
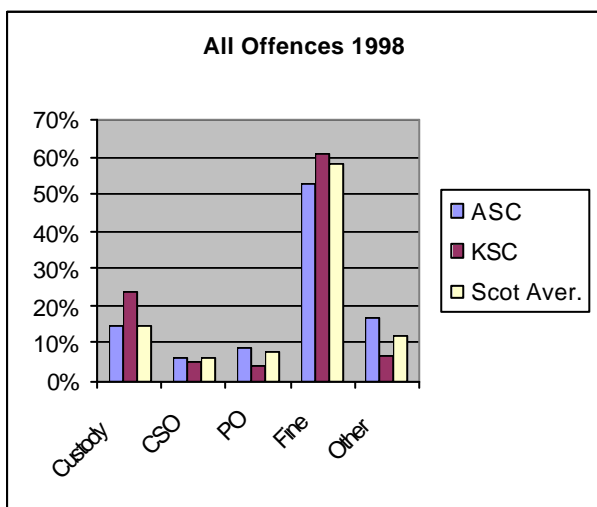


This level of unemployment would suggest that, especially in East and North Ayrshire, there are significant economic problems with South Ayrshire aligned with the Scottish average. South Ayrshire however, has areas of significant deprivation with one area being classified as part of the 10% worst deprived areas in Scotland (1999).

Recorded Crime

Sentencing

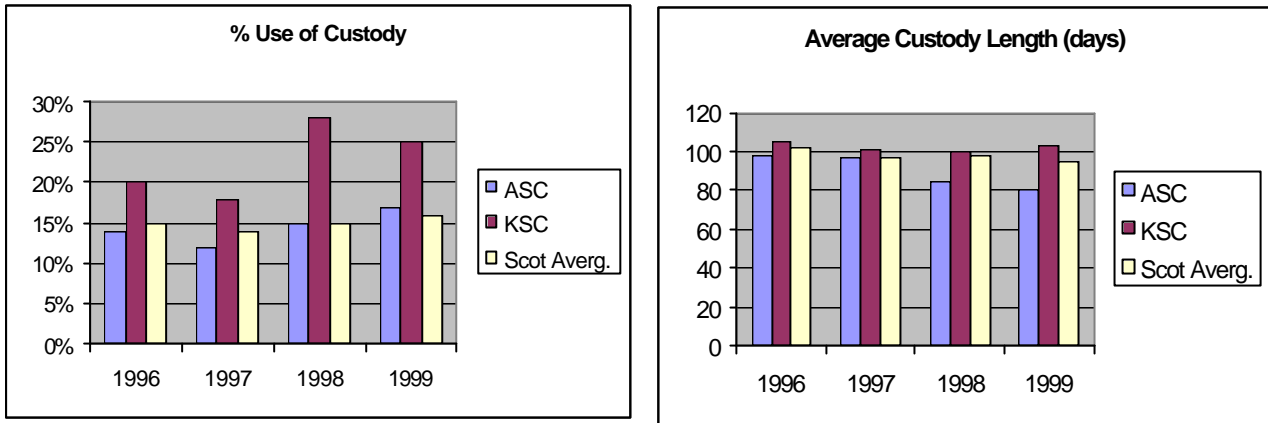
For comparison, 1998 - 78,248 cases and 1999 - 71,323 cases were heard in Sheriff Courts in Scotland (*Costs, Sentencing Profiles and the Criminal Justice System 1999 Section 306*). In terms of all individuals sentenced at Ayr and Kilmarnock Sheriff Summary Courts the most common disposal was a fine.



Importantly however, the chart indicates a greater use of custody at Kilmarnock Sheriff Court and less likely to use community social work disposals, in particular probation, than Ayr Sheriff Court and the Scottish average.

Use of Custody Kilmarnock Sheriff Court had an overall custody rate of 24% during 1998 and 25% in 1999, the second highest in Scotland. In comparison, Ayr Sheriff Court had 15% during 1998 and 17% in 1999, which was slightly above the Scottish average.

The following charts highlight the use of custody over the past four years. The length of sentence from both Courts is longer over the years than the Scottish average.



(Costs, Sentencing Profiles and the Criminal Justice System 1999 Section 306)

2.2 Structural and Management Arrangements

Detail of the present individual partnership Council staffing structures is shown within Appendix 1. The Partnership will establish a management and organisational structure to improve service delivery and meet key requirements. The Partnership will allocate and target resources to meet service delivery and the development of Ayrshire wide initiatives.

Political. A Management Group will be established within the Partnership Minute of Agreement (draft Minute contained at Appendix 2) and comprise two representatives from each of the Partnership Council's Social Services Committee and the Directors/Chief Social Work Officers. The Committee will be Chaired and administered through agreed appointment on a rota basis and the Managers (Criminal Justice) will attend as appropriate.

Management / Organisational. The three Councils will share responsibility for the Partnership management, planning, operation, delivery and development of Criminal Justice Social Work Services and within year one, will review the management structure. On the introduction of the Partnership services, lead officer and nominated organisational responsibilities will be undertaken by each Manager (Criminal Justice). Although engaging in strategic developments on a functional basis across Ayrshire, each Manager (Criminal Justice) will retain criminal justice services and staff line management responsibilities for their employing Councils.

Operational. Criminal Justice Services will continue to be delivered locally across Ayrshire in the established accommodation, through teams of qualified staff with support from other grades and led by Team Leaders/Senior Social Workers/Administrative Officers, who are managed by the local Manager (Criminal Justice). Some services will be considered on a holistic Ayrshire approach and fluctuations in services, geographical or

functional, will be balanced by the redistribution of disproportionate work within the Partnership.

Financial. Within the planning proposals the Partnership has assumed the availability of finance through one grant recipient authority and the proposals will only be implemented when resources allow.

Links with Council Services, Voluntary and Statutory Agencies. Will be continued at a local authority level and with other agencies within the criminal justice system and related services.

Health and Safety Act 1974. Operational procedures within each of the Council's Health and Safety policies will be maintained to ensure the health, safety and welfare of all workers or those who may be affected by the operational services within the Partnership.

2.3 Links to Corporate Strategies

The three authorities within the Partnership share broadly similar corporate aims to which this plan will directly contribute. These are as follows:

a) **Community Safety** Our principle objective in the supervision of offenders is to reduce offending behaviour. To achieve this we have available a range of interventions and resources, which are targeted at the individual's specific criminogenic needs. The models of intervention we use will be developed in accordance with 'What Works' principles and where appropriate, will be multi-disciplinary.

In relation to serious violent and sexual offenders, we have developed joint working practices with the Police and other disciplines. Our supervision of these cases will be rigorous and effective.

b) **Employment Opportunities** A key component of offender supervision plans is rehabilitation including giving encouragement and assistance in seeking employment where appropriate. To support this objective, we are working in partnership with APEX Scotland and have extended the remit of this employment project from its original area in North Ayrshire to cover the whole Partnership area.

c) **Lifelong Learning** The rehabilitative aspect of supervision encourages participation in community and cultural life including lifelong learning. All three authorities have developed joint working with local Further Education Colleges and other education and training agencies. These opportunities will continue to be developed.

d) **Community Leadership and Partnership** This plan seeks to promote partnership between Criminal Justice Social Work and a vast range of other statutory and voluntary agencies working within Ayrshire. In many of the initiatives we are involved with or are proposing, Criminal Justice Social Work will take the leading role.

A Communication Strategy will be introduced to inform of developments and outcomes in Criminal Justice Social Work Services.

- e) **Social Inclusion** As previously indicated, the rehabilitative aspect of supervision seeks to re-integrate previously excluded offenders back into mainstream community life. All three authorities have developed a broad base of contacts within their communities to help achieve this. In our proposal to further develop Throughcare services for short term prisoners, we will be targeting many offenders who had previously no access to support and providing assistance to enable them to contribute positively within their communities.

2.4 Links to Other Planning and Policy Documents

A range of local authority Service Plans and policy documents from the three Ayrshire Councils, together with National Reports and Strategies have guided the development of this Plan, as follows:-

- priorities set out within the Scottish Executive's National Planning statement;
- requirements set out within the National Objectives and Standards for Social Work Services in the Criminal Justice Systems;
- recommendations made within Social Work Services Inspectorate reports, Social Enquiry Reports, Community Service Schemes, Risk Assessment and Effective Intervention, Court Services and Women Offenders;
- recommendations made within the National Victims Strategy Document and are committed to working with Victim Organisations;
- appropriate recommendations and developments contained within the Children's Services Plans which have been produced by the three Partnership authorities;
- Community Care Plans of the three Partnership authorities and the appropriate recommendations contained within these;
- guidance provided within the joint CoSLA – Voluntary Sector Quality Assurance Manual for Criminal Justice Social Work Services;
- Strategic Plan for the development of Addiction Services in Ayrshire as produced by the Ayrshire Drug Action Team;
- recommendations made within the reports on Sex Offending by Lady Cosgrove and Lord McLean;
- guidance provided in NHS MEL (1999) 5 regarding the development of joint working in relation to Mentally Disordered Offenders;
- guidance in relation to Bail Information and Supervision.

PART 3: LOCAL CONTEXT

3.1 Performance

Information in relation to the statutory performance indicators is presented within Appendix 3.

Across the Partnership area, the following picture has been revealed:-

- ❖ A total of **1846 Social Enquiry Reports** were *requested* by the Courts during the year 2000/2001
 - ❖ Of these Reports:
 - ❖ 92% were allocated to social work staff within 2 working days
 - ❖ 97% were submitted to Courts by the due date
- ❖ A total of **546 new Probation Orders** were issued during the year 2000/2001
 - ❖ Of these Orders:
 - ❖ 74% were seen by a supervising officer within 7 days of the Order being imposed
- ❖ A total of **706 Probation Orders** were held within the Ayrshire **caseload** at any one time
 - ❖ Of these Orders:
 - ❖ 23% were Breached
 - ❖ a total of 236 persons were subject to one or more breach reports
- ❖ A total of **512 new Community Service Orders** were imposed during the year 2000/2001
- ❖ The total hours for all Community Service Orders were 70,502
- ❖ The average time taken to complete Orders was 268 days

The following table indicates the aggregate data for the main core services during 1999/00 and 2000/01:-

Aggregate Data	North Ayrshire		South Ayrshire		East Ayrshire	
	1999/00	2000/01	1999/00	2000/01	1999/00	2000/01
Social Enquiry Reports submitted	632	520	589	645	653	681
Probation Orders imposed	100	94	107	116	108	142
Community Service Orders imposed	180	179	138	138	173	195
Supervised Attendance Orders imposed	66	44	134	185	201	253

3.2 Local Strengths, Weaknesses, Opportunities and Threats

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Cross section of skilled & experienced staff • Good operational relationships with others in CJ system – voluntary and other agencies • Political support • Management support • Shared vision • Existing service arrangements evidence a history of partnership • Good intervention programmes available • Training encouraged and offered • Personal Development Reviews • Employee's effort and commitment 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • Low number of Community Supervision Orders from Kilmarnock Sheriff Court • Different employee terms & conditions of service • IT system incompatibility • Different financial systems • Low initial staff ownership of Partnership • Dependence on management goodwill and co-operation • Dependence on political support and co-operation • Lack of coterminosity with a number of key agencies • Attitude of some stakeholders to partnership development
<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Staff training consortium • Greater efficiency in service • Greater capacity for consistent and coherent approach to services • Potential for single point of entry • More powerful voice in CJ issues • Development of best practice • Reduced Council boundary restrictions • Improved programme development • Opportunity for staff to broaden range of skills • Improved accountability and transparency 	<p><u>THREATS</u></p> <ul style="list-style-type: none"> • Political and management divergence • Resistance to change • Unresolved disputes • Losing identity and local accountability • Reduction in financial support • Removal of service from Local Authority • Loss of social work perspective

PART 4: MAINSTREAM SERVICES

The Partnership plans to develop and promote the range of community disposals available to the Courts, further assuring the judiciary regarding the viability of these disposals as alternatives to custodial sentences and through this process improve community safety. Practice, permeating all areas, will be guided by risk assessment principles to minimise risk within the community and facilitate matching offenders to appropriate intervention programmes.

4.1 Courts

Kilmarnock Sheriff Court jurisdiction covers the whole of North Ayrshire Council area and Kilmarnock and Loudoun District of East Ayrshire Council. Cumnock and Doon Valley District of East Ayrshire Council is within the jurisdiction of Ayr Sheriff Court as well as the whole of South Ayrshire Council. There are four District Courts (North Ayrshire, South Ayrshire, Kilmarnock and Loudoun and Cumnock and Doon Valley) covering the Ayrshire Partnership area. A direct service will be provided by the Partnership to both Ayr and Kilmarnock Sheriff Courts.

Proposal

In line with the recommendations contained within Social Work Services Inspectorate Report 'Settled in Court', which followed an inspection of Social Work Services at four Sheriff Courts, the Partnership will carry out a review of Court Social Work Services across Ayrshire.

The review will take account of the Inspection findings:-

- ensure that the purpose and role is developed and in keeping with National Standards;
- establish that service and staff arrangements are efficient and cost effective;
- consider the mix of grades and skills is best suited to delivering the service;
- update existing protocol arrangements to promote and facilitate the work at Court, liaison and sharing of information with other agencies to assist the operation of the Courts;
- consider the maximisation of post-sentence interviews, particularly following remand or a custodial sentence;
- further develop the data collection, monitoring and evaluation arrangements;
- consider publishing an annual report.

4.2 Social Enquiry Reports

Aggregate data for North, South and East Ayrshire Councils for the year 2000/2001:-

Number of Social Enquiry Reports requested by Courts

Type of Court	North Ayrshire	South Ayrshire	East Ayrshire	TOTALS
District	10	62	16	88
High & Appeal	32	38	25	95
Outwith Scotland	6	1	9	16
Sheriff Solemn	38	30	21	89

Sheriff Summary	463	665	639	1738
Stipendiary	0	0	0	0
Total	549	796	710	2055

The vast majority of Social Enquiry Report requests were for Sheriff Courts under summary procedure. It is planned to promote the continued improvement in quality, content and increased conversion rate of Social Enquiry Reports, with emphasis on detailed and consistent risk assessments. There will be effective targeting of community disposals, in particular Probation Supervision and Community Service, in order to reduce the Court's use of custody.

Each of the Councils, in line with revised National Standards for Social Enquiry Reports, restructured the content and presentation of reports, particularly to take account of the risk assessment requirements.

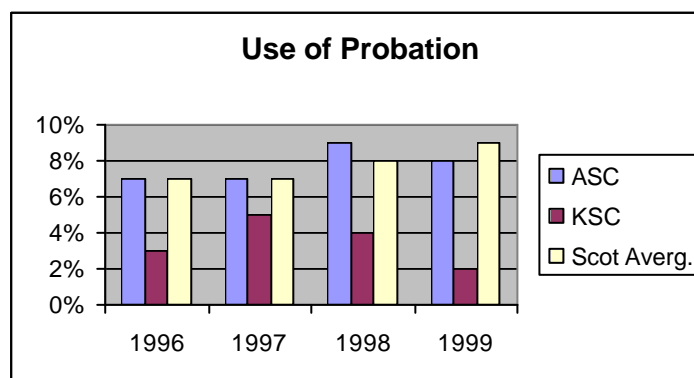
Proposal

As an early development and in keeping with the proposed review of Social Work Services to Courts, the Partnership proposes to:-

- appoint a working group to consider the individual Council agreed procedures, content and presentation of Social Enquiry Reports;
- establish the need for an amalgamated form of Social Enquiry Report;
- develop, where agreed, a uniform Social Enquiry Report;
- advise on monitoring and evaluation of Social Enquiry Reports for continued development and ensure continuous improvement of quality, content and effective targeting of community disposals.

4.3 Probation Supervision

During the period 1996 to 1999 probation has steadily risen throughout Scotland. The numbers however at Kilmarnock Sheriff Court have continued to be low in comparison and are again reducing annually.



(Costs, Sentencing Profiles and the Criminal Justice System 1999 Section 306)

The significance of the low number of probation orders at Kilmarnock Sheriff Court is reflected in the low number of probation orders issued to North Ayrshire Council. Ayr

Sheriff Court higher number of probation orders is reflected in East Ayrshire Council and South Ayrshire Council.

In the reporting year 2000/2001, the ratio of males to females placed on probation was as follows:

AYRSHIRE	Males	Females
North	73%	26%
South	72%	28%
East	76%	24%

In terms of age range distributions, the peak age band was 18/20. The Partnership aim to provide the Courts with a range of Probation intervention programmes for offenders across the Partnership area which are also viable alternatives to custodial sentences.

Over the past few years, there has been a marked increase in the number of women offenders appearing before the Courts. Section 5.5 indicates the planned developments to address the specific needs of women offenders.

Section 6.1 Effective Practice details the range of intervention and supervision programmes available within each of the three local authorities. The methods used are one-to-one, clinics and groups.

Probation with Condition of Unpaid Work

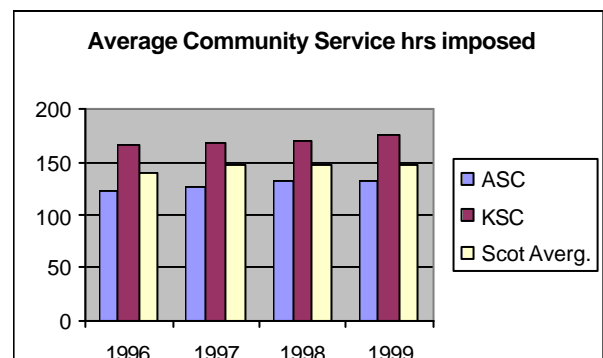
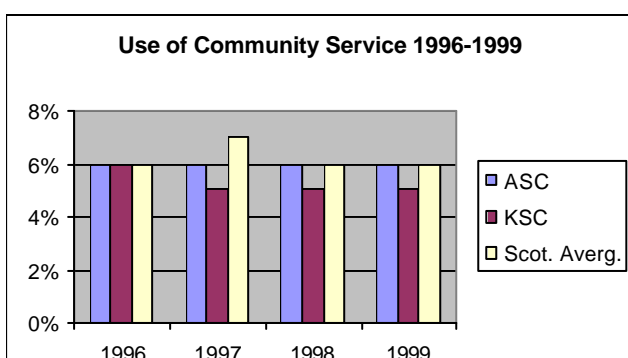
The aggregate data for both Probation and Community Service includes information on Probation Orders with the condition of unpaid work. This order is now used to a considerable degree by Courts as an alternative to custody, in parallel with supervision in the community. Different methods of supervision are being undertaken in these cases by social workers within the local authorities to determine the most effective form of supervision. These methods permit the intervention and welfare aspects of treatment within probation alongside the controlled responsibilities of community service.

Proposal

Undertake an evaluation of current practice programmes to consider developments from present individual Council's services to a partnership format towards specific focus groups.

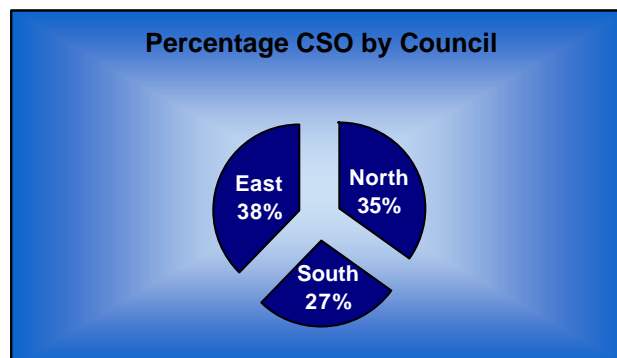
4.4 Community Service Orders

The following charts indicate, 1996 to 1999, the use of community service for all crimes and offences, at Ayr and Kilmarnock Sheriff Courts.



(Costs, Sentencing Profiles and the Criminal Justice System 1999 Section 306)

Within the Partnership area, during 2000/01 a total of 512 Community Service Orders were imposed and of these North Ayrshire received 179, East Ayrshire 195 and South Ayrshire 138. The following chart illustrates this:



Numbers and percentage were relatively stable, although Kilmarnock Sheriff Court imposed greater hours per order.

Average Community Service hours within each Ayrshire Council:

AYRSHIRE	Male	Female
North	171 hours	186 hours
South	137 hours	104 hours
East	156 hours	173 hours

The number of Community Service Orders imposed at Ayr and Kilmarnock Sheriff Courts are largely in line with the Scottish average.

Reviews of services for women offenders previously undertaken by the three Council's Criminal Justice Services separately has shown that locally, an acceptable proportion of women offenders are given a Community Service Order.

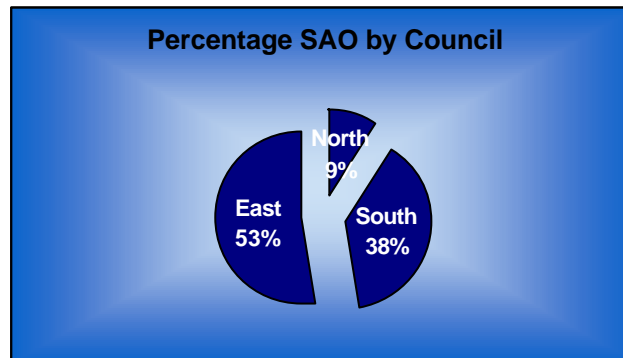
Proposal

The Partnership aims to maintain the confidence shown by the Courts in Community Service as an alternative to custody and to further its development across Ayrshire.

The Partnership will review current service arrangements with a view to identifying opportunities for greater integration across the Partnership area.

4.5 Supervised Attendance Orders

This disposal is now established in the local Courts enabling a reduction in the incidence of custody through fine default.



The development of Supervised Attendance across the Partnership has been uneven with both South and East Ayrshire experiencing a large uptake in the number of referrals over the past three years whilst North Ayrshire has remained at a relatively low level of uptake.

AYRSHIRE	No of Supervised Attendance Orders 2000/01
North	44
South	185
East	253

The excessive numbers in relation to both East and South Ayrshire has created difficulties in comparison with the financial shortfall in grant allocation.

The Scheme's service delivery differs across the Partnership area as East and North Ayrshire have service agreements with APEX Scotland to deliver the range of activities and the South Ayrshire Scheme is a Criminal Justice managed service provision, contracting on a sessional basis with APEX to provide modular input.

Proposal

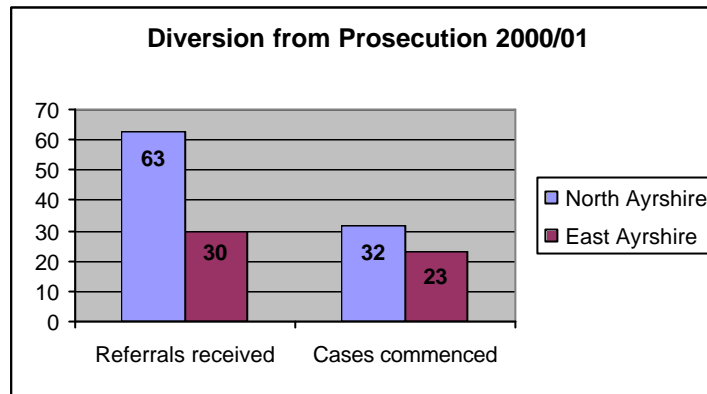
The Partnership will review current service arrangements with a view to identifying opportunities for greater integration across the partnership area.

4.6 Diversion from Prosecution

It is recognised that this form of Diversion allows intervention at an early stage in the Criminal Justice process. Diversion aims to reduce the risk of criminal behaviour at an early stage of intervention by meeting individual need and

extending the range of services through counselling thereby minimising individuals' involvement in the criminal justice system.

The following chart gives the number of referrals received and cases commenced by North and East Ayrshire Council during the period April 2000 to March 2001. Although South Ayrshire Council is not involved in the Pilot Project they have had cases diverted to them from Prosecution by the Procurator Fiscal for which they are not funded.



4.7 Throughcare

The Partnership acknowledges that prisoners and ex-prisoners encounter obstacles to re-integration, serving to encourage recidivism and tending to increase exclusion from mainstream society, thereby from the pro-social influences that do attend positive membership of the community. The Partnership also recognises that the ability to deliver a continuous service from point of sentence to some undefined point beyond the individual's release from prison is dependant upon the quality of the relationship between Social Work services court-based, prison-based and community-based.

Within the Partnership area there is recognition that the current service structure may not reflect an ideal model to achieve a robust, consistent service delivery. In addition, it is considered that insufficient resources exist to fully address the effectiveness, social inclusion and risk management agendas that are key components of social policy. In response to this, the Partnership will embark on a substantial review of its current methods of delivering throughcare services whilst at the same time, seeking the necessary additional funds which would ensure greater continuity of service delivery.

The following chart indicates the number of new Throughcare cases throughout the area of the Partnership between April, 2000 and March, 2001.

Total Licences and Orders 2000/01					
AYRSHIRE	Parole	Non Parole	Life Licence	SRO	Total Per Council
East	8	10	0	0	18
North	12	14	3	0	29
South	4	2	0	1	7
Total	24	26	3	1	54

In addition, a total of 91 Home Circumstance Reports were completed by the three Councils: 23 in East Ayrshire, 52 in North Ayrshire and 16 in South Ayrshire.

The following table indicates the number of individuals requesting voluntary assistance between April, 2000 and March, 2001 following a custodial sentence and the number who requested and received assistance.

AYRSKIRE	Voluntary Assistance Post Custody
East	11
North	47
South	11

4.8 Prison-Based Social Work Services, HM Prison, Kilmarnock

East Ayrshire Council provides prison-based social work services within H.M. Prison, Kilmarnock by arrangement with, and in partnership with, the operators of the prison, Premier Prison Services Ltd. The service is provided within the framework of National Objectives and Standards for Throughcare Services.

In addition to completing all statutory reports requested of it, the prison-based Social Work Unit undertakes work with a broad range of the prisoner population, which includes the following:

- Prisoners serving sentences greater than four years;
- Schedule I Offenders;
- Sex Offenders;
- Remand prisoners and those serving sentences of less than four years;
- Children and other young people who offend.

In partnership with Prison staff, the prison-based Social Work Unit also engages with prisoners who may be at risk of self-harm or identified as being vulnerable. There is also a commitment to work alongside Psychologists employed by Premier Prison Services Ltd in the provision of cognitive behavioural groupwork programmes to that section of short-term prisoners who represent a significant risk to public safety by dint of their offending history.

The work undertaken by the prison-based Social Work Unit is underpinned by a comprehensive risk assessment strategy, principally making use of such assessment tools as LSI-R, RA3 and RA4.

4.9 Home Circumstances Reports

To assist the decision making process of the Parole Board and facilitate appropriate release on Parole, a risk assessment is undertaken to help the process and improve the prisoner's opportunity for safe and successful reintegration into the community.

The reports ensure content and quality is of the standard required and include action plans to assist the offender's resettlement in the community.

4.10 Parole and Non Parole Supervision

This form of supervision will accord with the risk assessment procedures and the Partnership will develop a range of programmes to improve effectiveness and address offending behaviour. This includes behaviour contributed to by other factors, especially drug and alcohol misuse and as appropriate, will use other specialist local authority services and voluntary agencies.

4.11 Supervised Release Orders and Extended Sentences

There is a recognised need within the Partnership area for the greater use of these orders and targeting offenders at a high risk is an important service and community safety objective. The risk assessment strategy takes cognisance of the requirement for post-release supervision for some prisoners and as short-term prisoners will not normally be subject to supervision. This should be recognised within Social Enquiry Reports.

4.12 Voluntary Assistance following release from Custody

Many prisoners are involved in a cycle of offending which leads from the court, to prison and return to the community where re-offending is repeated. The Partnership will focus this form of supervision on offenders, sentenced to less than four years imprisonment, on release, many of whom also require accommodation and income or benefit services. Prisoners prior to release from prison who are identified as being at risk, for whatever reason, will be actively encouraged to avail themselves of local services by prison Social Work.

Throughcare Proposal

Review the current arrangements for delivering throughcare services across the Partnership area to ensure greater continuity of provision, placing an emphasis on joint working and best practice.

In keeping with the review, the Partnership will consider, with various agencies, arrangements to network, utilising prison and community resources as appropriate for the process.

4.13 Structured Deferred Sentence

The Partnership can evidence structured deferred sentences within present caseloads, although this is not required within each local authority's Annual Return or on an Ayrshire aggregate basis.

The Scottish Executive proposal to include structured deferred sentences within 100% funding is supported by the Ayrshire Partnership.

Proposal

On receipt of guidance from the Scottish Executive, the Partnership would propose to submit an application to be approved as a pilot Deferred Sentence Scheme.

4.14 Services to Families of those in Custody

Offenders are more likely to re-integrate successfully into the community where the relationship with their families is maintained throughout imprisonment. The Partnership will provide a local Social Work service to families of offenders remanded or sentenced to custody in Ayrshire Courts. This, to be a continuous process from Court through prison offering support, preparation and risk assessment to assist offender's resettlement.

PART 5: PUBLIC PROTECTION AND COMMUNITY SAFETY

5.1 Risk Assessment and Management

The Partnership Councils implement service delivering methods which are proven to be effective in reducing the risk of re-offending and assess individuals to identify :

- Areas of attitudes and lifestyles associated with offending behaviour;
- Scale of offending and potential harm to the public.

To augment professional social work assessments a relevant, validated assessment tool has been adopted, 'The Level of Service Inventory – Revised' (LSI-R). This rates factors linked more closely to possible repeat convictions and allows a sharper focus on behaviour and lifestyle areas known to be relevant to predicting reconviction. All Partnership Social Workers (Criminal Justice Services) are trained to use LSI-R and it is applied initially to all Social Enquiry Reports and at key points throughout Probation or Throughcare licence supervision.

When a community protection perspective is taken, it is also necessary to seek to predict the risk of harm posed to the public as a consequence of an individual's offending behaviour and a further risk assessment tool, RA3 and RA4, has been adopted to predicting harm. RA3 allows workers to form a preliminary judgement on risk of harm while ensuring that vital sources of information have been checked in forming that judgement. RA4 is a more in-depth assessment of high-risk offenders which seeks to identify factors that may serve to trigger or influence instances of serious harm to the public. All Social Workers (Criminal Justice Services) are trained in the use of both.

Combined with LSI-R, the process provides an overall indication about the threat an offender poses, areas of an offender's lifestyle and attitude and behaviour which seem to be related to offending. In this way a determination can be made as to the level of service an offender requires to address overall risk. One Council partner currently uses both LSI-R and RA3 tools with all Social Enquiry Reports whilst the other two partners use both, as selected, with all sexual, serious and violent offender reports.

Proposal

Risk assessment is seen as an evolutionary process and the Partnership will remain open to new developments to improve the ability to assess both risk of re-offending and risk of harm, and to target services more efficiently and effectively. Consideration will be given to establishing a uniform system across the Partnership.

LSI-R data programme to be established across the Partnership for selected analysis. Spreadsheet data detailing use of RA3 & RA4.

5.2 Sex Offenders

Within the Partnership area, there are differences in various aspects of supervising and monitoring sex offenders. All three authorities currently have separate liaison arrangements with the Police and have independent Sex Offender Forums with representation from other relevant agencies including Education Services, Housing Services, Forensic Mental Health Services and the Police.

North and East Ayrshire have developed a model of intervention with assistance from an external consultant. Assessment tools and models vary between the three authorities and general procedural and policy arrangements also vary.

Whilst it may be necessary to keep some separate local arrangements, the current situation is diverse and a review of services is being undertaken to include arrangements for supervising and monitoring sex offenders. We are therefore proposing to continue monitoring these services in keeping with the review findings which includes a proposed specialised initiative (see 8.5.5) to work across Ayrshire with these offenders.

Proposal

Monitor current arrangements for supervision and monitoring of sex offenders across the Partnership area to develop best practice and joint partnership working.

In view of the new structural arrangements, both within the Police Service and the Partnership, further consideration will be given to the amalgamation of the individual Council's Sex Offender Forums to create an Ayrshire Sex Offender Forum.

The submission of planned new sex offenders initiative (see 8.5.5).

5.3 Social Inclusion

It is our belief within the Partnership authorities that to reduce offending and promote public safety, it is crucial that offenders are assisted to play a full role in community life. Many supervised offenders are excluded from aspects of community life, which would give them the opportunity to contribute positively. This is evidenced by more than 75% of all offenders under supervision being unemployed and a large proportion, especially amongst younger offenders, are either homeless or living in unsuitable accommodation. It is also significant that poor use of recreational facilities is the most common criminogenic need identified in LSI-R risk assessments.

Proposal

To assist with rehabilitation and tackle these issues the following is proposed :

- Submit a planned new initiative to extend the remit of the APEX Employment Project based in North Ayrshire to cover the whole Partnership area;
- Establish a joint working group with Housing Services to implement the recommendation contained within the recently published, National Accommodation Strategy;
- Establish a joint working group with Recreation/Cultural Services with the remit to improve access to facilities for excluded offenders.

5.4 Addiction Services

Across Ayrshire addiction services have a considerable locus within each of the mainline Criminal Justice Services. Criminal Justice Service staff have undertaken training to enable them to carry out addiction assessments, address issues within supervision and facilitate referral where more intensive intervention is required. Co-working arrangements are in place with other specialist addiction agencies.

Ayrshire Addiction Development Initiative. Following a period of research, monitoring and evaluating services across Ayrshire, during 1998, information was obtained on the rise in the level of drug use and identified drug/alcohol problems as a contributing factor towards offending. The information concluded with an Ayrshire Addiction Development Initiative proposal submitted to the Scottish Executive as a joint project by the 'Partnership' Councils. On approval and funding by the Scottish Executive the Initiative was set up for a period of two years from April, 1999.

The Ayrshire Addiction Development Initiative has provided a specialist resource in line with the national policy framework for drug related offending in terms of partnership, social inclusion, understanding and accountability for service users. Further, as a member of the Ayrshire and Arran Alcohol and Drug Action Team (ADAT) having formulated a specific strategy for co-ordinating and implementing local policy, the Initiative has assisted the development of professional practice in conjunction with the ADAT agencies.

Proposal

The particular challenge posed for Criminal Justice Services and to continue this Initiative into a new planned initiative, Ayrshire Criminal Justice Social Work Addiction Officer (see 8.5.1):-

- Following local research examine options for implementing community based testing procedures in conjunction with programmes being developed;
- Implement cognitive behavioural programmes to be delivered alongside Criminal Justice Services staff across Ayrshire. These programmes will form the basis for accreditation in the longer term;
- To extend standardised assessment/outcome measure to assist with consistent professional practice and also as a means of assessing future needs i.e. Christo's CISS can be developed towards this end;
- Standardising information system needs for planning and service development to establish underlying level of need;
- To continue the established joint working arrangements between the Partnership and the local addiction services in the form of joint working arrangement protocols;
- Extend use of sessional support staff for drug/alcohol users to encourage uptake and retention of services and to extend remit to all Ayrshire;
- Implement standardised referral system following agreement between Criminal Justice Services and Partnership Addiction Agencies;
- Maintain links for a co-ordinated approach to service delivery for female drug users in line with proposed strategies for women offenders;
- Through training provided, maintain a high level of drug awareness which will extend to Partnership organisations;
- In terms of the Youth Crime Strategies, support and contribute to the development of casework needs for this client group as they relate to addiction issues;
- As research and good practice emerges from existing pilots across the country, develop a drug-related offender programme which will be based on good practice, Drug Testing and Treatment Orders and Drug Courts.

5.5 Women Offenders

All three Partnership authorities give high priority for undertaking personal risk assessments on women offenders appearing at both Kilmarnock and Ayr Sheriff Courts.

The Partnership Authorities are currently developing services specifically for women offenders following the reviews, which were undertaken as a consequence of the Social Work Services Inspectorate Report 'Women Offenders - A Safer Way'. Staff working to develop these services have had some limited opportunities to meet to exchange information and ideas.

South Ayrshire Council is piloting a model of intervention, which is currently the subject of external evaluation. This model involves a multi-disciplinary response and has developed close working links with agencies such as Community Education, Employment Projects, Addiction Agencies, Health Services and Further Education.

Proposal

The South Ayrshire model will be developed and rolled-out across the Partnership area at a strategic level following the evaluation outcome.

- Establish a multi-disciplinary group to produce a Strategic Plan for the development of women services across the Partnership area;
- Submit a planned new initiative (see 8.5.4) to extend women offenders service in South Ayrshire and roll out to other authorities in future years.

5.6 Ethnic Minorities

There are few offenders being referred to Criminal Justice Services within Ayrshire who have been identified within ethnic minority groups to create the need for specialised services. However, as referrals are received, an assessment is undertaken to determine client needs and services provided as required.

In line with the Scottish Executive proposed Aggregate Return 2001/02, a new data collection system is being devised which will highlight the range of ethnic minority groups.

5.7 Youth Crime

All three Partnership authorities have a local multi-agency strategic plan in place for tackling Youth Crime. These strategies have been developed following the Scottish Executive Youth Crime Review Initiative and in partnership with Police, Educational Services, Housing, Victim Support, Procurator Fiscal Service, Health Services, Addiction Agencies, Child Care and Criminal Justice Social Work staff. The three Partnership authorities have commissioned new services from the voluntary sector on a joint authority basis as follows:

North and South Ayrshire Councils have contracted with National Children's Homes (NCH) Scotland, to provide an intensive supervision project for serious persistent young offenders.

East Ayrshire Council responded to this particular element of the Youth Crime Initiative by strengthening its 'Young People who Offend Team' which had been in existence for three

years to better manage the difficulties posed and faced by young people engaged in serious and/or persistent offending.

North, South and East Ayrshire Councils have contracted with Scottish Association for the Care & Resettlement of Offenders (SACRO) to provide a Reparation and Mediation Scheme for less serious persistent young offenders. There are plans within each of the strategies to continue working and developing services on a pan-Ayrshire basis and this reflects the commitment to partnership working that exists within the grouping.

Proposal

- In keeping with the existing Youth Crime strategies and local authority plans, review the effectiveness and where appropriate respond jointly to common issues which have arisen;
- Organise one joint multi-disciplinary forum on Youth Crime related issues during each of the years covered by this Plan.

5.8 Mentally Disordered Offenders

There are many individuals who commit offences and suffer from a mental disorder. The link between mental disorder and crimes of violence is a significant role (Reith, 1998; Shaw et al, 1999). However, generally the relationship between mental disorder and offending behaviour is not clearly understood (Prins, 1986; Peay, 1994).

Too often individuals with mental disorders are not identified by the Police, Procurator Fiscal and the Courts. Even when individuals with a mental disorder are detected in the Criminal Justice process, there is often a lack of skills and knowledge on how best to deal with these offenders.

In recent years there have been positive developments such as the establishment by the Health Services of a Community Forensic Mental Health Services Team, which has improved working relationships between Social Work Criminal Justice Services and Health Services. However, from a Criminal Justice Work perspective there is a need for someone to further develop service provision and co-ordinate these developments with other agencies.

Proposal

The establishment of the Ayrshire Mentally Disordered Offenders Group highlighted gaps in service provision and has come up with a list of recommendations which will lead to the development of better co-ordinated services for mentally disordered offenders, including:

- the establishment of an Ayrshire Mentally Disordered Offenders Forum (MDOF);
- the establishment of a joint agency operational group that will be accountable to MDOF;
- the establishment of a Development Officer post for mentally disordered offenders (see 8.5.2) in line with national priorities.

5.9 Appropriate Adult Scheme

The Ayrshire Appropriate Adult Scheme has been in existence for over two years, having been established following the Scottish Executive Circular and Report 'Interviewing People Who are Mentally Disordered' June, 1998.

The Management Group has membership from Strathclyde Police 'U' Division, Ayrshire and Arran Health Services and North, South and East Ayrshire Council's Child Care, Community Care and Criminal Justice Services. The co-ordination of the Scheme is presently the responsibility of East Ayrshire Council, however, the Volunteers, who have undergone specific training, are from across Ayrshire and in the main Social Workers who are registered Mental Health Officers or Nursing staff from the Community Psychiatric Services.

Referrals received have been mainly from the Police and although not in high demand, the services have been available 24 hours per day per week.

Monitoring arrangements are maintained and annual statistical data is recorded and reported to the Management Group.

5.10 Victim Support - Witness Service

All three Partnership authorities provide support to their local Victim Support Schemes in the form of Senior Officer attendance at Management Committee meetings and financial support through the local grant arrangements. The witness service was piloted in Ayrshire and has been extended to cover both Ayr Sheriff Court and Kilmarnock Sheriff Court.

5.11 Domestic Violence

All three Partnership authorities have initiatives currently underway aimed at tackling domestic violence on a multi-agency basis with contributions from each of the three Criminal Justice Social Work Services. Work on these initiatives is likely to continue during the life span of this plan.

5.12 Community Safety

Within each of the Partnership authorities, Criminal Justice Social Work Services contribute to various community safety initiatives which are being promoted on a multi-agency basis. Such initiatives involve a range of local authority services, Police, Health Services and other Criminal Justice agencies. These initiatives will also continue to be developed during the life span of this Plan.

PART 6: EFFECTIVE PRACTICE

6.1 Planned Practice Developments

A common comprehensive risk assessment strategy has been introduced across the Partnership area. This strategy underpins the nature and range of the work undertaken in each of the constituent parts of the Partnership. It is recognised however that individual Councils are, at this point in time, each at different stages in practice developments. In the course of year one in the lifetime of the Strategic Plan, evaluation reviews of the developments occurring in each Council area will take place with a view to the adoption of best practice.

The Partnership has planned new initiatives (See 8.5) which will improve practice. Practice developments currently underway, or in the planning process within each Council area include the following:-

East Ayrshire Council

- Risk Assessment:- LSI-R and RA3 applied in the preparation of all Social Enquiry Reports, LSI-R applied at different points during the supervision of offenders in the community, RA3 and RA4 applied to all sex offenders;
- Core Programme (Groupwork):- based on the Constructs Pack, developed by West Dumbartonshire Council, the Service Unit has introduced an “Ending” programme which is applied to all those subject to community-based supervision;
- Focus Groups:- groupwork programmes, responding to addiction and anger management issues, have been introduced and are applied to those subject to community-based supervision who have been assessed as medium or high risk offenders;
- Minimal Intervention Programme:- applied to those who have completed the “Ending” programme and, if appropriate, a focus group programme, and who have been assessed as low risk and/or awaiting the outcome of an early discharge application.

North Ayrshire Council

- Risk Assessment:- LSI-R is completed in conjunction with all Social Enquiry Reports and additionally, with every sex offender referral an RA4 Assessment is undertaken. Based on 'risk posed', following assessment, allocation to specialist service requirement;
- Core Programmes:- include 'Targets for Effective Change', 'STAC' (Northern Ireland Probation Service) and the 'Staying Out' Pack;
- Probation Programme:- Development of a North Ayrshire Criminal Justice package to target young offenders. This has in-built evaluation techniques;
- Offence Specific Programme:- Based on the Mulholand Consultancy Four Phase Package for work with sex and serious offenders;
- Working Groups:- Four working groups have been established to continuously consider and update the development of services for Social Enquiry Reports/Risk Assessment, Women Offenders, Addictions and Sex Offenders.

South Ayrshire Council

- Women Offenders Service:- Creation of a specific service for women offenders, staffed by female social workers and support workers which provides:
 - a) weekly women's group
 - b) creche facilities
 - c) women's reporting clinic
 - d) practical support in the community with plans to develop a 'high risk' women offenders group;
- Probation Induction Group:- Operation of a Probation Induction Group which provides a 4 week induction programme to all male offenders;
- Probation Reporting Clinic:- Operation of Probation Reporting Clinic which provides minimal intervention to suitable offenders where it would not be appropriate to request an early discharge at that stage of their order;
- Risk Assessment:- LSI-R is completed and referred to in all Social Enquiry Reports and in addition, RA3 & RA4 completed for sex offender cases;
- Addiction Assessment:- A Christo CISS assessment is being piloted in cases where substance misuse is identified as being a criminogenic need;
- Sex Offender Programmes:- There are several programmes being used within the team as follows:-
 - a) Deniers Programme developed by Middlesex Probation Service;
 - b) Sex Offenders Groupwork Programme developed by West Midlands Probation Service;
 - c) A derivation of the STOP Programme.

6.2 Accreditation of Programmes

The following initiatives are the Partnership's priority programmes for submission to the accreditation panel:-

The 'Ending Programme' currently in operation within East Ayrshire will be subject to evaluation and reported upon by December, 2002. Necessary modifications determined by the evaluation process will result in a final programme to be submitted for accreditation. In addition, a similar process will be implemented for a recently introduced Anger Management Programme.

The Partnership have submitted a planned initiative (8.5.4) to develop a cognitive programme which will be specific to women offenders. If approval is received to introduce the initiative, the programme will be submitted for accreditation within the lifetime of this Plan.

North and East Ayrshire Council Criminal Justice staff have been trained to operate in their work with sex offenders using the 'Four Phase Offence Specific Programme' developed by Stuart Mullholand Consultancy. The Partnership would fully support this programme should it be considered for accreditation.

The Partnership Addiction Initiative is in the process of developing programmes addressing minimum intervention and intensive treatment. Should these programmes be

considered appropriate, following evaluation, the Partnership will submit an application for accreditation.

6.3 Quality Assurance Process

Both North and East Ayrshire Council Criminal Justice Social Work Services have been subject to Audit Commission Inspections during the past three years and have systems in place to evidence quality systems and practice. Although the Partnership grouping is not included within the Pathfinder initiative, we have a commitment to introduce the COSLA / Voluntary Section Quality Assurance model. This model which is due to be published shortly will build on the systems already developed in North and East Ayrshire Authorities which will produce a consistency for monitoring systems and practice across the Partnership. The Quality Assurance model contains sixteen separate quality areas and it is envisaged that within the Partnership, these will be introduced on a phase basis consistently across the three authorities.

Proposal

The Partnership intends to introduce a minimum 5 quality areas from the PQASSO model within the initial year. Full implementation of this quality assurance model will be completed within the lifetime of this plan.

6.4 Monitoring and Evaluation

The following arrangements are currently in place:-

- Each authority has arrangements currently in place to monitor National Standards requirements;
- Each authority currently reports annually on selected indicators to Audit Scotland and this information is published. A Copy of these indicators can be found at Appendix 3;
- In relation to Social Enquiry Reports, arrangements vary across the three authorities but include 10% sample monitoring and scrutiny by Court Social Work staff;
- The Addiction Development Initiative has undertaken a number of evaluation exercises on Social Enquiry Reports, Community Service Orders and the Probation caseload during the past 18 months. This information has been fed back to the Addiction Management Group where appropriate action has been taken;
- The use of LSI-R assessments across the Partnership area will support some of the other evaluation initiatives being undertaken on risk assessment, effectiveness and gate-keeping;
- The three authorities have been involved in an initial benchmarking group with authorities external to the Partnership. This arrangement will be reviewed following the formalisation of the Criminal Justice Social Work groupings;
- Various individual monitoring initiatives exist in relation to Probation programmes and other methods of intervention.

Proposal

The following arrangements are planned over the three year period of the Strategic Plan:-

- Establishment of a benchmarking arrangement with other Criminal Justice groupings;
- The development of consistent evaluation tools for Probation and offending behaviour programmes across the Partnership;
- Regular reporting on key performance indicators to the Partnership Management Group;
- Implementation of the customer satisfaction and evaluation standards contained within the PQASSO quality assurance model.

PART 7: DELIVERY MECHANISMS

7.1 Management and Staff Levels/Structures

Each of the three Partnership authorities has developed different structures for delivering social work services. In South Ayrshire, Social Work, Housing and Health Services are combined into one Department. In East Ayrshire, Social Work and Educational Services are combined into one Department and in North Ayrshire, Social Work Services are delivered singularly through one Department. In relation to Criminal Justice management structures, these are fairly similar across the three authorities. Each authority employs a Criminal Justice Manager who is responsible for the planning and strategic development of services as well as for the operational delivery of services. The organisation below Criminal Justice Manager is again fairly similar in so far as each authority maintains discreet Community Service Schemes, Fieldwork Teams and Court based staff. The grades of managers, first-line managers and administrative/clerical staff varies considerably across the three authorities, which may lead to complications should the Partnership wish fuller integration further down the line. In total across the Partnership area, the Criminal Justice staffing compliment can be seen at Appendix 1.

7.2 Staff Training/Development

Staff training is currently provided through a variety of sources. Individually each Council provides basic training for all Social Work staff to which Criminal Justice staff have access. Each Council has during the course of the past year provided its own specialist training to Criminal Justice fieldwork staff on sex offending, LSI-R, RAFG Assessment, Addiction Awareness and Social Enquiry Reports, Practice Exchanges and Groupwork skills. The three Partnership authorities are also members of a larger training consortium which includes authorities from the Renfrewshire and Dumbartonshire groupings. A number of training courses have been made available to staff under this umbrella group. Staff have also had access to a large variety of training provided by the Scottish Executive and also specialist external trainers.

Proposals

Priorities for future training during the lifetime of this Plan will include:-

- Offence focussed work;
- Effective practice as it relates to the developing What Works agenda and initiatives from the Scottish Development Centre;
- Groupwork skills training;
- Ongoing risk assessment training;
- Post Qualifying Award;
- MSc Criminal Justice Studies;
- Child Protection Training;
- SVQ Community Justice;
- Mental Health Awareness Training;
- SVQ Administration;
- Range of basic skills training for administrative staff;
- Health & Safety training;
- Computer skills training.

7.3 Information Technology

North Ayrshire Council Criminal Justice Service has developed a computerised data collection system for Court, Social Enquiry Reports, Probation and Community Service. Further satellite databases are maintained for Diversion from Prosecution and Supervised Attendance Orders. In addition, North Ayrshire Social Services are currently introducing OLM CareFirst client index with the intention of extending to include CareJust, a practitioner input system.

East Ayrshire Council has recently introduced Sherridan's Social Work Information Management System (S.W.I.M.S.). A range of databases also exist to provide information on the full range of Criminal Justice Social Work Services.

South Ayrshire Council are currently reviewing the Social Work Information System (S.W.I.S.) with a view to improving the performance of the system. Within the Criminal Justice Team, a range of Access databases have been developed to provide information on Social Enquiry Reports, Community Service Orders, Probation, Throughcare, Supervised Attendance Orders and Diversion from Prosecution.

Currently information technology systems across the Partnership are incompatible in terms of data collection. Each of the Councils have submitted an application for additional funding from the Scottish Executive to develop systems which allow the Partnership to ensure greater compatibility and effectively measure future progress. Within this Plan, the Partnership propose the creation of an Information, Research & Evaluation Officer (see 8.5.6).

In keeping with the Scottish Executive proposals that Councils introduce the ISCJIS system, Criminal Justice Social Work Services are presently working with other Council services, Police, Procurator Fiscal and Court Services to develop an implementation strategy.

7.4 Independent Sector Partners

Over the past five years the authorities within the Partnership have been developing working relationships with Independent Sector Partners. North and East Ayrshire have fully involved APEX Scotland on a contractual arrangement to provide Supervised Attendance activities. South Ayrshire has contracted on a part-time basis with APEX Scotland to provide the same.

Both North and South Ayrshire have contracted with NCH (National Children's Homes) to provide services for Young Offenders and all three authorities have contracted with SACRO (Scottish Association for the Care and Resettlement of Offenders) to provide recreation and mediation services again for Young Offenders. The use of other national voluntary sector provides varies between the three authorities but there is a fairly consistent use of the Airborne National Initiative across the Partnership at the beginning of a referral uptake with Venture Trust.

All three authorities support the local Victim Support Schemes within their areas in the form of officer and financial support. South Ayrshire Council also provides accommodation within the Criminal Justice Team base for South Ayrshire Victim Support.

South and East Ayrshire have a regular and on-going working relationship with the Bridge Project in relation to referral of drug using offenders and similarly with Ayrshire Council on Alcohol in relation to the referral of alcohol abusing offenders. In addition to these contractual and regular working relationships there are also a number of less formal and less frequent contacts with other local voluntary organisations and providers within each of the three authorities.

Proposals

The experience gained in working with the independent sector over the past five years has overall been positive and the Partnership affirms its intention to continue to develop services with this sector. Areas of development will be discussed with them including the development of a Bail Supervision Scheme and accommodation services.

For those services with whom the Partnership has current contracts, a contract management procedure will provide service level agreements. As an additional requirement for the independent service provider, SCRO checks of all staff and volunteers should be established.

- Develop a contract management system to be implemented with all main independent service providers;
- Develop a consistent service level agreement format to be used by the Partnership in contracting new services across Ayrshire;
- Develop proposals with independent sector providers to introduce bail services and offender accommodation services.

PART 8: RESOURCES

8.1 Resource Allocation Process

A Grant Recipient Authority will be established in conjunction with the Minute of Agreement (Fourth Clause 2 (c)) and the resource allocation process will be managed by the Partnership Management Group.

During the year 2001/02 the Partnership shadow grant total is £2,739,263. Following the Partnership grant award for each year during the lifetime of the Plan, it is envisaged that the individual Council grants will be allocated in line with the Scottish Executive finance formula.

8.2 Resource Management

During the lifetime of the Strategic Plan, the Partnership is committed to reviewing the range of core service activity, which seeks to ensure a strengthening of front-line delivery of service. Review outcomes and service proposals arising from them will be placed before the Partnership Management Group for consideration and approval.

The annual grant claim and auditing of both individual Council and Partnership accounts will be subject to Scottish Executive guidance.

8.3 Best Value

Each of the three authorities within the Partnership have adopted the EFQM Best Value Appraisal System. It is our intention during the lifetime of this Plan to use this model whilst the Partnership is reviewing core services, where appropriate. All reviews will be presented to the Partnership Management Group for consideration to ensure transparency and consistency of the review programme.

8.4 Key Indicators/Targets

The Partnership has mechanisms in place within individual Council Criminal Justice Social Work Services to monitor key performance indicators across core services including Social Enquiry Reports, Probation and Community Service.

Statutory performance indicators are submitted annually to the Audit Commission and are contained within Appendix 3.

Proposal

It is proposed that the Partnership will establish, prior to the commencement of each reporting year, a range of efficiency targets to be met and monitored. This will include measurements in connection with National Standards :

- Social Enquiry Report allocation, completion and submission;
- Probation Order allocation, orders signed, interviewed and reviewed;
- Community Service Order allocation, orders signed, interviewed and work placement.

It is further planned that a process of benchmarking will be established with other Partnerships.

8.5 Planned New Initiatives

The following planned new initiatives are submitted for consideration:

- 8.5.1 Ayrshire Criminal Justice Social Work Addiction Officer
- 8.5.2 Ayrshire Specialist Mentally Disordered Offender Initiative
- 8.5.3 Ayrshire Offender/ Ex-Offender Support Initiative
- 8.5.4 Ayrshire Women Offenders Project
- 8.5.5 Ayrshire Sex Offenders Project
- 8.5.6 Ayrshire Criminal Justice Information, Research & Evaluation Officer

8. 5. 1.

CRIMINAL JUSTICE SOCIAL WORK SERVICES

NON CORE SUPPORT PROGRAMMES

Grouping: Ayrshire Criminal Justice Social Work Partnership

Title and Location:

Ayrshire Criminal Justice Social Work Addiction Officer

Criminal Justice Social Work Services, 157 New Street, Stevenston

Aims

Develop services and practices across the Partnership area which will effectively tackle substance misuse as a cause of offending behaviour

Objectives

- Maintain and improve existing liaison arrangements with specialist addiction agencies, health services, the Voluntary sector and Ayrshire & Arran drugs Action Team (ADAT);
- Roll out across the Partnership area a programme for effectively tackling substance misuse which will be submitted for accreditation;
- Roll out across the Partnership area an assessment tool for effectively assessing substance misuse;
- Train staff in the delivery of the accredited programme and the use of the assessment tool;
- Oversee the introduction of Drug Treatment and Testing Orders to Ayr and Kilmarnock Sheriff Courts by consulting with the Sheriffs and co-ordinating local arrangements to ensure effective arrangements are in place;
- Develop referral and treatment protocols between the Criminal Justice Social Work teams and addiction service providers;
- Provide consultancy and advice to Criminal Justice Social Work staff and where selected, an operational service to Criminal Justice Social Work services clients.

Programme Base

This Planned Initiative is based on the **Ayrshire Addiction Development Initiative** which was formed in response to emerging issues as a partnership arrangement between North, South and East Ayrshire Criminal Justice Social Work Services and aimed at developing services around addiction issues. The Initiative was funded by the Scottish Executive for a period of two years from April 2000. The outturns from the Initiative include:

- Liaison with a wide range of other agencies has already been achieved. This has included a formal partnership contract with ADAT, representing the Criminal Justice Social Work perspective at ADAT and on various sub-groups e.g. Project Leaders Group, Implementation Group, Training Forum;

- Liaison with other local and national agencies has also been established to represent Criminal Justice Social Work Services.

Prevalence and problems of drug misuse has been established within the local area including:

- A 5% sample survey of 2000 Social Enquiry Reports covering the calendar year of 1999, in partnership with ADAT;
- A review of drug misuse information obtained from the LSI-R assessment tool for over 268 clients within the Ayrshire area;
- A survey of additional conditions of a Probation Order concerning alcohol/drug use;
- Problems of drug misuse during Community Service placements.

The services offered have included :

- A review of assessment tools for drug misuse appropriate to Criminal Justice;
- Developing an outcome measure i.e. Christo (CISS) and establishing a database;
- A Working Group of practitioners from Criminal Justice Social Work Services and Health Services (Harm Reduction Service) aimed at providing a more comprehensive and quicker response to drug misuse problems for offenders.

Other services developments include :

- Discussion paper on Testing and Treatment and developments around the roll-out across Courts of Drug Treatment and Testing Orders;
- Workshops for Managers, Team Leaders and practitioners from across the Partnership focusing on drug related offending issues;
- Provision of reference and resource material pertaining to drugs, available within each team base;
- Drugs awareness training on an in-house basis and planning with external agencies for future training programmes for staff.

Principal Elements of the Programme:

The service development locally as well as emerging issues at a national level, suggest that there is scope for maintaining an Ayrshire Criminal Justice Social Work Addictions Officer.

- The increasingly complex links between offending and addiction as well as the increasing demands on caseload, suggest that a dedicated Addiction Officer would be better able to give an Addiction service to the Criminal Justice Service client group;
- The implementation of national policy and liaison at local level with ADAT suggests that the higher degree of partnership working is required in the future and this can be best established by an Addiction Officer with more intensive contracts with Partnership agencies;
- Identifying an Addiction Officer will allow particular addiction training to be given to staff and staff members become more involved in working with other professionals on Criminal Justice issues;
- As well as having a focus for direct work with identified clients, there would be consultation around addiction issues the Addiction Officer would be an integral part of Criminal Justice Social Work Services and to encourage good communication;

- Allocation of clients to the Addiction Officer would be based on an assessment of drug related offending using a twin track approach of a Criminal Justice assessment (using LSI-R) and a dependency screening using CISS. This way a number of groups of clients could be identified with the highest priority for supervision;
- The establishment of the Addiction Officer would assist current caseloads a number of highly demanding and complex cases including drug misuse and allow existing staff an opportunity to focus on clients with lower priorities;
- The Addiction Officer would have an opportunity to develop specific programmes aimed at tackling drug related offending based on existing programmes; Aberdeen Drugs Misuse Pack, PRISM or similar programmes as they become accredited;
- For those clients who are involved with local agencies, particularly in the methadone programme, the Addiction Officer would have a higher degree of joint working with local agencies and opportunities for joint practice on both assessment and service delivery within stated policy objectives;
- The Addiction Officer would provide the framework on a Partnership basis for the emergence of future policy initiatives such as Drug Testing and Treatment Orders and Drug Courts, when available;
- The Addiction Officer would act as a resource within the area to connect with other initiatives, Offender/Ex-Offender, Mental Disordered Offenders, Youth Crime Projects of specific contribution to the supervision of high risk 'public protection' clients;
- The management of the present Addiction Development Initiative has been established through the three Council's Management Group and will be maintained as a continuation of this successful service to ensure development into an operational specialist service and integrate into the new Ayrshire Criminal Justice Social Work Partnership.

Target Client Base and Rationale:

Links between substance misuse and offending are increasingly more prominent and of concern to both the public and the policy makers. Within the context of Criminal Justice Social Work Services the prevalence of drug misuse within the client group has escalated greatly and until recently without specific resources to tackle these emerging issues. Whilst other agencies have had additional resources to meet these new challenges, Criminal Justice Social Work Services have largely absorbed the additional pressures. Current policy initiatives now provide opportunities to develop service provision for drug misusing clients within Criminal Justice Social Work Services:

- Scottish Executive has outlined their strategic policy in 'Tackling Drugs in Scotland - Action in Partnership' which sets out the main themes of the policy; Partnership, inclusion, Understanding and Accountability. In addition, a set of measurable targets have been drawn up which will measure the success of the policy and includes Criminal Justice Social Work Services, Diversion Community disposals etc;
- Corporate Action Plans - Ayrshire and Arran Alcohol and Drugs Action Team (ADAT) are responsible for co-ordinating a strategic approach and published their Action Plan in February, 2000 for a wide range of agencies including Criminal Justice Social Work Services;
- More generally, developments have taken place which will impact on Criminal Justice Social Work Services, Drug Testing and Treatment Orders, Drug Courts and Fastrack Projects. Whilst the link between drug misuse and offending is complex, a review by Hough (1996) suggests that Criminal Justice Social Work Services are in an ideal situation to intervene for drug misuse problems and a range of services require to be developed in response to the problems of drug related offending.

Whilst the Addiction Development Initiative has now been established in its basic functioning in terms of service development, there is clearly a need to concentrate on the operational development of a specialist for addiction issues within Criminal Justice Services.

Consultation

This is a development from the present initiative. There has been a wide consultative process including those involved with the Criminal Justice System, Health Services and ADAT.

Performance

Proposed Notional Annual Capacity:

- Consultancy to 30 plus staff;
- Development of Specialist groupwork;
- ADAT Criminal Justice Services representation;
- Joint work with Criminal Justice staff on selected cases - notional 60 cases per annum.

Proposed Outcomes:

- Liaison with a range of local/national addiction agencies;
- Training:
 - Addiction Intervention Programme – 30
 - CISS Assessment Programme – 30
 - Awareness training – 30/40;
- Increase in range of community disposals where addiction is identified as a criminogenic need;
- Oversee the establishment of Drug Testing & Treatment Orders Scheme by 2002/2005 (Court roll out);
- Provision of consultancy to 30 Criminal Justice Social Work staff.

Delivery Mechanisms:

The Addiction Officer will be line managed directly by North Ayrshire Council, on behalf of the Ayrshire Criminal Justice Social Work Partnership, with an all-Ayrshire remit. The Addiction Officer will have a continuing responsibility for service development as well as operational services. The staffing requirement is a specialist Social Work post with part-time clerical support.

The development would include future projects including Drug Testing and Treatment Orders with other local initiatives.

Funding

Estimated annual net recurring costs to be met from 100% funding:

1 Addiction Officer (PO2)	£32,116
0.5 Clerical Assistant (GS1/2)	£8,000
Travel & Subsistence	£3,000
Training & Research	£3,000
Accommodation/IT/Administration	£3,000
	£49,116
+ 8%	£3,929
TOTAL PER ANNUM	£53,045

Start Up Costs:

NIL

Proposed Start Date:

1st April, 2002

8.5.2

CRIMINAL JUSTICE SOCIAL WORK SERVICES

NON CORE SUPPORT PROGRAMMES

Grouping: Ayrshire Criminal Justice Social Work Partnership

Title of the proposed programme and location

Ayrshire Specialist Mentally Disordered Offender Project

To be located within South Ayrshire Council

Aims and Objectives

The proposal aims to prepare the groundwork for the development and operation of a unified mentally disordered offender's service in Ayrshire and Arran. The paper proposed that such a structure would:

- Significantly improve communications, co-ordination and management of care of a high risk client group;
- Provide relevant expertise to a wide array of agencies;
- Reduce interagency bureaucracy and barriers to information sharing and responsiveness;
- Provide experience and modelling for future local integrated service initiatives.

Programme Base

The Health, Social Work and Related Services document for Mentally Disordered Offenders (MEL 5) and A Care Pathway Document HDL (2001) 9 were issued with 2 key aims in January 1999

1. to achieve better co-ordinated care and support for the benefit of people with a mental disorder who come into contact with the criminal justice system and;
2. to provide improved co-ordinated care and support to better ensure the safety of the person and other members of the public.

Principal Elements of the Programme

Acknowledging the specialist nature of the work with mentally disordered offenders, the Councils of North, East and South Ayrshire in partnership with Ayrshire and Arran Health Board and Ayrshire and Arran Primary Care Trust propose the joint funding of a pan Ayrshire Service Co-ordinator for Mentally Disordered Offenders.

People with a mental illness entering the criminal justice system present with a range of health, social and psychological needs beyond scope of a single agency or discipline to address. The key to providing an effective and efficient response rests in a robust joint working framework where information, resources and expertise can be brought to bear at the right time and place.

The proposal takes account of the recommendations of the Joint Futures Group, the Mental Health Framework and policy guidance from the Scottish Executive.

The primary remit of the post will be:

- To investigate the obstacles and opportunities that exist in achieving a fully integrated multi-agency, multi-disciplinary Community Forensic Service;
- To develop and establish standardised procedures for gathering and collating information;
- To promote the further development of local initiatives and substitute informal working arrangements with agreed protocols and pathways;
- To examine and report on key issues relating to:
 - Jointly agreed and practised assessment and reporting procedures;
 - Joint information system and information sharing;
 - Joint training;
 - Developing a unitary line management structure;
 - The pooling budgets and resources;
 - Evaluation and monitoring of an integrated service.

Target Client Base and Rationale

There are many individuals who commit offences and suffer from a mental disorder. The link between mental disorder and crimes of violence is a significant role (Reith, 1998; Shaw et al, 1999). However, generally the relationship between mental disorder and offending behaviour is not clearly understood (Prins, 1986; Peay, 1994).

Too often individuals with mental disorders are not identified by the Police, Procurator Fiscal and the Courts. Even when individuals with a mental disorder are detected in the Criminal Justice process there is often a lack of skills and knowledge on how best to deal with these offenders.

In recent years there have been positive developments such as the establishment by the health services of a Community Forensic Mental Health Services Team, which has improved working relationships between Social Work Criminal Justice Services and Health Services. However, from a Criminal Justice Work perspective there is a need for someone to further develop service provision and co-ordinate these developments with other agencies.

The establishment of the Ayrshire Mentally Disordered Offenders Group highlighted gaps in service provision and has come up with a list of recommendations which will lead to the development of better co-ordinated services for mentally disordered offenders, including:

- the establishment of an Ayrshire Mentally Disordered Offenders Forum (MDOF);
- the establishment of a joint agency operational group that will be accountable to MDOF;
- the establishment of a Development Officer post for mentally disordered offenders.

Service Delivery and Links with Other Bodies

This initiative is in line with the three Ayrshire Councils' joint planning proposals, Ayrshire and Arran Health Service Plans and future Ayrshire Criminal Justice Services Strategic Plan. If funded the Project Co-ordinator will be appointed and operationally managed by South Ayrshire Council on behalf of the Joint Management/Advisory Group. This Joint

Management/Advisory Group will comprise Senior Officers from each of the three Councils and Primary Care Trust, established to oversee the Project.

The post holder and their objectives will be jointly agreed and managed by both authorities with reciprocal reporting arrangements. The post holder and their objectives will be jointly agreed and managed by both authorities with reciprocal arrangements. The post holder will also be appointed as chair of the local implementation group and will report directly to the Local Multi-agency Forensic Forum who will provide the recommended actions in support of a developing integrated service.

Performance

The prevalence of mentally disordered offenders in the criminal justice system had been well documented. Maden et al (1995) found that in terms of remand prisoners 66% of men, 53% of male young offenders and 77% of women were diagnosed as having at least one psychiatric disorder. Brooke et al (1996) found that 66% of male unconvicted prisoners were diagnosed with a psychiatric disorder (including substance misuse). Loucks (1998) in her Scottish Study of women prisoners found that 46% of prisoners showed signs of depression and 67% had higher than normal levels of anxiety.

Robertson et al (1995) and Berkley (1995) reported that approximately 1.5% of people at the police contact stage showed evidence of mental disorder and Hagell and Dowling (1999) in their review of studies report prevalence rates between 1% and 9%.

Recent joint research, undertaken at South Ayrshire Courts by Health Services and Social Work Services, randomly sampled 84 Social Enquiry Reports. The research found that 35% of males and 39% of females, on whom Social Enquiry Reports had been compiled were currently known, or had been previously known, to mental health services (eg psychiatric hospitals and day hospitals, community mental health teams, psychiatric and patient services).

Delivery Mechanisms

It is envisaged that the post will be established in the first place for 2 years, thereafter it is envisaged that the post holder will occupy a management position for health and social services staff. This will be dependent upon the progress of Health and Social Care agencies in overcoming obstacles to integration.

Funding

The initial two years of funding is subject to consideration by the Scottish Executive Justice Department with recurring funding beyond year two being met by Criminal Justice, Social Work and Health Services.

1 Project Leader (including on costs) PO2 - PO5	£33,000
0.5 Clerical Assistant GS1/2 (including on costs)	£8,000
Travel and Subsistence	£3,500
Training and Research Costs	£6,000
Accommodation / IT / Admin	£3,000
Start Up Costs	£3,000

Total	£56,500
8%	£4,520
TOTAL PER ANNUM	£61,020

8.5.3

CRIMINAL JUSTICE SOCIAL WORK SERVICES

NON CORE SUPPORT PROGRAMMES

Grouping: Ayrshire Criminal Justice Social Work Partnership

Title of the proposed programme and location

Ayrshire Offender/Ex-Offender Support Initiative

The initiative will be located at APEX premises at Block 4, Unit 2, Moorpark Industrial Estate, Stevenston

Services will be delivered at Stevenston and Kilmarnock and on an outreach basis in all other areas of Ayrshire. The service will be flexible in that a client may be seen on a short or long-term basis dependant on client needs.

Aims

The initiative aims to address the needs of offenders, ex-offenders and young people at risk, who will be encouraged to attend voluntarily or as a condition of a probation order or within supervision following release from prison.

Individuals will be given training, guidance and counselling aimed at improving their employment prospects. They will have the opportunity to apply for other APEX service provision, through the Careers Services for New Deal Gateway and Voluntary Sector placement, assist with the Furniture Redistribution project or to apply for a place on the APEX Enterprise Workshop project, which is funded through North Ayrshire Regeneration Partnership.

Objectives

- To reduce crime and the fear of crime by providing structured programmes of activity, designed to divert individuals from criminal activity, through training and by enabling a high percentage of these individuals to gain employment or further training;
- To increase self-confidence by providing assessment, guidance and counselling to enable offenders to identify and enhance their skills and knowledge;
- To improve health by reducing some of the stress associated with poverty and other causal factors associated with criminal behaviour;
- To improve access to jobs by the provision of skill training for offenders by maintaining close contact with relevant employment services, which can provide information and guidance on unemployment;
- By providing informal job club facilities and specialist advice and counselling in co-operation with other appropriate statutory and voluntary agencies;

- To provide offenders competitiveness for jobs by providing a programme of skills training and improve access to a wider range of employment and training opportunities;
- To reduce employer bias by organising talks, seminars and prison visits for employers and by involving local employers in work placement schemes and in the delivery of training;
- By encouraging local employers to participate in the monitoring of the project through membership of an Advisory Committee which would include representatives from the Partnership.

Programme Base

Based on previous Offender/Ex-Offender Initiative for North Ayrshire Council.

Principle Elements of the Programme

Ongoing employment and guidance, employability assessments, all based on client needs for both short and long term use.

- Individually prepared action plans;
- Participation in employment preparation programmes for offenders, ex-offenders and young people at risk of offending;
- Basic skills taster training in joinery and computing;
- Module on Rehabilitation of Offenders Act, conviction relevance and disclosure;
- Participation in furniture redistribution scheme;
- Individually tailored active job/training search;
- Guidance and support in conjunction with Criminal Justice Social Work Services, particularly where there is an appointed Supervising Officer;
- Skills training as appropriate to individual action plans.

There is a further facility to apply for:-

- Pilot Youth (16-20 yr old) Enterprise Programme;
- Gateway (New Deal);
- Voluntary Sector Option (New Deal).

Target Client Base and Rationale

Target clients will be offenders/ex-offenders currently having contact with Criminal Justice Social Work Teams throughout Ayrshire, including sex offenders and those offenders with mental health issues.

Unemployment across the three Ayrshire Councils is high and particularly among offenders and ex-offenders. The Initiative would aim to enable trainees to enter employment or further training. This and the programmes of activity designed to divert individuals from criminal activity and reduce the level of crime, with the provision of practical support to the community.

Consultation

- Ayrshire Drugs Action Team;
- Youth Crime Review Services;

- Mentally Disordered Offenders with Health Services Forensic Team;
- Sex offenders linking through the Sex Offenders Forum;
- Community Safety linking through local forums.

Performance

Proposed Notional Annual Capacity

165 referrals per annum
150 service users

Proposed Outcomes

- Full or part time employment;
- Full or part time education;
- Vocational training;
- Self employment;
- Voluntary work;
- A target of 60 households for furniture redistribution to decrease the poverty levels across Ayrshire;
- A target of 24 young people within APEX Enterprise Workshop.

The initial targets across the Partnership area would be:-

- 60 clients North Ayrshire Council;
- 40 clients South Ayrshire Council;
- 50 clients East Ayrshire Council.

Delivery Mechanisms

The project will be provided by:

APEX Scotland in conjunction with an appointed Partnership staff member from North Ayrshire Council.

Service Delivery and Links with Other Bodies

Operational management will be by North Ayrshire Council and day to day management maintained by APEX Scotland Headquarters, 9 Great Stuart Street, Edinburgh. EH3 7TP.

Referral and all statistical detail will be supplied on a quarterly basis to North Ayrshire Council Criminal Justice Social Work Services. In relation to finance, quarterly and annual statements for financial monitoring will be submitted on a similar basis and presently to the Management Group for approval and disbursement of the grant claim by North Ayrshire Council.

Funding

Estimated annual net recurring costs to be met from 100% funding:

APEX staff will be provided on a part-time basis by:	
Senior Counsellor/Trainer Training Supervisor Administrator in conjunction with a Social Services staff member	£32,000
Premises & Property Costs	£4,000
Administrative and running costs	£3,000
	£39,000
+ 8%	£3,120
TOTAL	£42,120

Start up Costs

NIL

Proposed Start Date

1st April, 2002

Additional Information

The Offenders Employment Training Initiative is based on a successful project and this new development will provide further services to offenders, ex-offenders and young people at risk, initially from North Ayrshire and developing Ayrshire wide to East and South Ayrshire. The Initiative will provide value for money and:-

- offer additional facilities in the communities for Criminal Justice Social Work Services;
- adopt a preventative multi-agency approach to addressing offending behaviour and offender employment prospects;
- harness the skills and experience of the voluntary sector, particularly the successfully established APEX project;
- involve statutory agencies and the private sector;
- unit cost of providing this service is £280 per case, which represents value for money.

8.5.4

CRIMINAL JUSTICE SOCIAL WORK SERVICES

NON CORE SUPPORT PROGRAMMES

Grouping: Ayrshire Criminal Justice Social Work Partnership

Title of the proposed programme and location

Ayrshire Women Offenders Project

Initially located within South Ayrshire but subsequently rolled out to cover the whole partnership area.

Aims

- To reduce offending behaviour in women referred to the Project;
- To increase the range of disposals available to the Sheriff Court for women offenders, particularly where a custodial sentence is likely.

Objectives

- To establish a model of working effectively with women offenders and extend this throughout the partnership area;
- To offer intensive supervision in order to reduce the likelihood of re-offending ;
- To develop skills and knowledge of staff across the partnership area in working with women offenders and raise awareness of the issues faced by them;
- Develop close working links with a range of community based agencies to ensure that women offenders receive access to specialist services at the point of need;
- Development of the cognitive behavioural programme specifically for women offenders which will be effective in reducing offending behaviour;

Programme Base

The programme at the core of the service is based on a cognitive behavioural approach which has been demonstrated to be effective in tackling offending behaviour. However, South Ayrshire Council is piloting a holistic approach to women's offending which involves a number of community based agencies providing additional necessary support to dealing with personal and welfare issues which research has shown are common features among women offenders. This intensive support backs up the work being undertaken on tackling offending behaviour and is essential if there is to be any sustained change in behaviour. Support is given on addiction problems, mental health problems, physical health problems, educational problems, employment problems, self-esteem and low confidence problems, sexual and physical abuse problems.

Principal Elements of the Programme

This service is being developed on a rolling programme basis which means that women can enter into it at any point and that the whole package available will be tailored to meet their individual offending and welfare needs. The essential elements of the service are as follows.

- Tackling offending behaviour;
- Tackling personal, health and welfare issues relating to offending;
- Practical assistance with personal and domestic issues;
- Pro-social modelling of positive female behaviour;
- Access at the point of need to a wide range of community based services;
- Training and awareness raising amongst the criminal justice social work staff group throughout the Ayrshire partnership.

Target Client Base and Rationale

This service will be available to all women offenders aged 16+ who are subject to statutory supervision under probation, community service, diversion or supervised attendance orders or who are subject to deferred sentence or voluntary throughcare. The rationale for undertaking this work is as follows:

- Recent research and reports from the Prison Inspectorate show an increasing number of women being sentenced to custody on remand or following conviction;
- Recent research shows that an increasing number of women coming into the criminal justice system, particularly at the younger age range and that those women are being accelerated onto high tariff disposals very early;
- Research into the population at Corton Vale Women's Prison highlighted that women offenders are frequently very vulnerable having experienced physical and sexual abuse and frequently have acute mental health problems and addiction problems;
- Local research into women offenders within South Ayrshire confirms the findings within Corton Vale Prison and the volume of women coming into the system locally as follows.
 - 105 Social Enquiry Reports during 2001
 - 28 Probation Orders during same period
 - 5 Section 1
 - 19 Supervised Attendance Orders
 - During the year 2000, 28 women were remanded to Corton Vale from Ayr Sheriff Court
 - During the same period, 19 women were sentenced to imprisonment at Ayr Sheriff Court
 - During the period September 2000 to April 2001, 18 Female offenders originating from South Ayrshire received forensic mental health assistance within Corton Vale Prison

Delivery Mechanisms

The project will be provided by:

- 1 Project Development worker responsible for organising, developing and delivering groupwork programmes, developing links with other community based agencies and being the designated liaison officer for HMI Corton Vale;

- 1 Social Work Assistant responsible for assisting in the delivery and development of groupwork programmes and providing practical assistance to women offenders.

Targets

The Project will work with women being referred directly from Courts, Procurator Fiscal, Corton Vale Prison and Social Workers up to a maximum of 50 women per year.

Performance Measures

The following sets of information will be used to determine the success of the Project.

- Reduction in the assessed risk of the offending using LSIR (measurement taken pre-programme and then post-programme);
- A reduction in reconviction rates whilst on the programme which will be indicated by a reduction in the breach rate for women offenders;
- An increase in the uptake of other community based services which will be recorded on each case file;
- The number of women who successfully complete the programme and full supervision;
- A reduction in the number of women remanded and sentences to custody.

Service Delivery and Links with other Bodies

Women offender services in South Ayrshire have already developed strong working links with the following services:

- Bridge Project;
- Ayrshire Council on Alcohol;
- Community Education Service;
- Ayr College;
- Harm Reduction Team;
- Dual Diagnosis Team;
- Community Forensic Mental Health Team;
- Family Centre;
- STEP Employment Project;
- Victim Organisations.

Funding

1 Women's Offender Development Worker, 1 Social Work Assistant and 0.5 Clerical Assistant	£52,229
Transport Costs	£1,500
Crèche Support Costs	£8,000
Training / Equipment Costs	£2,000
TOTAL PER ANNUM	£63,729

Additional Information

South Ayrshire Council began developing Women Offender Services two years ago following the publication of "A Safer Way". The Criminal Justice Team has re-structured in such a way that all women offenders referred to the team are now supervised by a female social worker. A main supervision group has been established on a Wednesday each

week when most women offenders report and strenuous efforts are being made to ensure additional support services are available, such as addiction services, at that location each Wednesday. When we started this development 25 women were subject to Probation Supervision and this number has now increased to 40 at the time of writing. The Courts have quite clearly responded positively to the development of this service.

The following table shows a continual decrease of the number of breaches in the number of breaches in women offenders since this initiative got under way and you see that from the starting point of a breach rate of 52% during the year 1998-99, this has reduced to 4% for those women who have been involved with the women's group.

Breaches for year 1998/1999

25 Females on Orders, 52% breaches their Orders

Prob 1 Commission of Further Offence	7
Prob 2 Failure to Comply	6

Breaches for year 1999/2000

34 Females on Orders, 44% breached their Orders

Prob 1 Commission of Further Offence	7
Prob 2 Failure to Comply	8

Breaches for year 2000/2001

37 Females on Orders, 37% breached their Orders

Prob 1 Commission of Further Offences	4
Prob 2 Failure to Comply	10

Breaches (whilst involved with Women's Group)

25 Females on Orders, 4% Breached their Orders

Prob 1 Commission of Further Offences	1
Prob 2 Failure to Comply	0

The following positive outcomes have been recorded for women attending the group during the past year.

In employment	3
Completion of Short Course – Computing and Personal Effectiveness	9
Completion of College Course including Introduction to Computers, Basic Literacy	14
Individual Basic Literacy	4
Prince's Trust	1

This bid will therefore develop services from an existing strong base which has demonstrated very effective intervention in terms of reducing re-offending. Since the unit cost, if we reach our target of 50 women per year will be approximately £1,350 we believe that this project will demonstrate value for money as well as strong partnership working within our local communities.

8.5.5

CRIMINAL JUSTICE SOCIAL WORK SERVICES

NON CORE SUPPORT PROGRAMMES

Grouping: Ayrshire Criminal Justice Social Work Partnership

Title of the proposed programme and location:

Ayrshire Sex Offender Initiative

This project will be located within East Ayrshire Council, providing a service to the full Partnership area.

Aims

To develop a centre of excellence within the Partnership for reducing the risk presented by persons convicted of sexual offences

Objectives

- Evaluating personal change programmes currently being used by the three authorities in Ayrshire;
- Evaluating and promoting effective risk assessment and risk management practice;
- Providing groupwork programmes for a small number of high risk sex offenders;
- Providing consultancy and support to staff throughout the Partnership who are working with sex offenders;
- Developing existing links with other Criminal Justice agencies, Health Services, other local authority services and the voluntary sector in order to 'reduce the risk';
- Provide the Partnership Management Group with regular information on new research and 'what works' in relation to services to sex offenders;
- Provide training to staff within the Partnership on the use of risk assessment tools and personal change programmes.

Programme Base

Within the three Ayrshire authorities a variety of personal change programmes are used in working with sex offenders. These include:-

- a) The 4-Phase Offence Specific Programme (Stuart Mullholand Consultancy);
- b) The Deniers Programme developed by Middlesex Probation Service;
- c) The Sex Offender Groupwork Programme developed by West Midlands Probation Service;
- d) The STOP Programme developed by Scottish Prison Service.

This Initiative will work along with staff, using these programmes in order to evaluate the respective effectiveness in relation to changing sex offending behaviour. The project will ensure that whatever programme staff are using, they are trained and supported in using these.

Principal Elements of the Programme

The approach and techniques of the current programmes in use are drawn largely from research and literature reviews on work with sex offenders in the United States, Canada, Australia and the United Kingdom.

Attention was given to research on What Works with offenders in terms of programme planning and programme integrity.

The recent recommendations included in the 'Managing the Risk' document have been taken into account including reference to sexually aggressive children and young people.

Multifactor causation theory for sexually abusive behaviour presented by Finkelhor forms the basis of the programme material. The focus is not only on the individual sexually aggressive behaviour and the distorted belief systems, which underpin the behaviour, but also on those societal concepts that might be used by the offender to reinforce and maintain the behaviour.

The central premise of the programmes are that sexual offending is an unacceptable form of behaviour and that the sex offenders who meet the criteria for inclusion in the programmes are ultimately and totally responsible for their own sexually abusive behaviour.

The programme will be modified to take account of the vulnerability and needs of young people and adolescents involved in sexually aggressive or sexually violent behaviour.

The broad aims of the Programmes in relation to sex offenders are:

- to reduce risk of re-offending;
- to provide increased levels of monitoring and supervision to those in the community;
- to explore, challenge and confront their sexually abusive behaviour;
- to increase awareness of the effects on victims and promote victim empathy;
- to promote acceptance of responsibility, ownership and understanding of the behaviour;
- to challenge and enable change in the distorted belief systems underpinning the behaviour;
- to examine and challenge societal concepts which may be used to reinforce and maintain the behaviour;
- to explore options and techniques, which might facilitate increase in self control and pro-social behaviours;
- to practice relapse prevention strategies and techniques.

Target Client Base and Rationale

The target group is intended to be:

- Adult sex offenders who meet the criteria for registration with the Police and particularly those who are subject to community supervision, including Probation, Parole, Non-Parole Licence, Supervised Release Orders or extended Sentences, etc;
- Some selected sex offenders on the Police register offered Voluntary Supervision or Voluntary Aftercare Supervision;

- Young people subject to Court or Children's Hearing Supervision who have been reported or referred following a sexually motivated offence or are considered to have demonstrated sexually aggressive behaviour.

Consultation

Consultation for this service initiative has been undertaken with all agencies listed in relation to the Strategic Plan.

Performance

Proposed Notional Annual Capacity

This initiative will provide joint working alongside case supervisors for up to 30 adults per year and 10 young offenders per year.

In addition to this direct work, the project will provide consultancy to a staff group comprising 22 Social Workers who are supervising sex offender cases.

The project will also provide training in relation to personal change with sex offenders to the same staff group and will be involved in developing practice based evaluation models for use on such programmes.

Proposed Outcomes

- reduction in the risk of further offending for those sex offenders involved with the project as evidenced by an accredited assessment tool (either RA3-4 or others that may be developed within the project);
- by the end of the three year period, all staff working with sex offenders will have received high quality training to enable them to undertake assessments and deliver personal change programmes;
- a practice based evaluation tool will have been developed and the outcomes from this will be reported to the Partnership Management Group and forwarded to the Scottish Development Centre.

Delivery Mechanisms

It is proposed that the Initiative will be managed initially by East Ayrshire Council on behalf of the Partnership. Given the intensity of work, geographical spread, need for an appropriate gender balance, social provision of groupwork programmes and joint work with fieldwork staff, it is considered that the Initiative will require a staff compliment of:

1 Project Leader
1 Project Officer
0.5 Clerical Assistant

An important part of the Project Leader's role would be to ensure that research and evaluation is integral to the Initiative.

Accommodation:

- Given the geographic remit of the Initiative, the location would have to be easily accessed by clients and staff from across Ayrshire;
- The chosen location would have to provide a degree of anonymity and safety for clients attending, the Initiative staff and others working with the Initiative;
- The location initially would be in an area at a safe distance from large areas of family housing, schools, playparks and other children's facilities;
- Health & Safety features, such as viewing panels in interview room doors, panic buttons in interview and groupwork rooms and a reliable security system would require to be considered in the overall cost of the Initiative.

Service Delivery and Links with Other Bodies

- The programme will be designed in such a way as to be suitable for groupwork delivery, and on an individual personal change programme;
- The groupwork and individual personal change programmes will be delivered by Initiative staff co-working with social work criminal justice staff and where appropriate, child care staff or other specialist workers e.g. Addiction, Psychological, Psychiatric etc;
- The style of delivery will be structured with planned exercises and sessions. While some degree of flexibility will be necessary to deal with the process and issues as they arise, the degree of flexibility will be controlled and should not impinge upon the integrity of the programme;
- Research indicates that the delivery of such programmes requires an appropriate gender balance. This will be taken into account in planning the groups and individual sessions.

Funding

Estimated annual net recurring costs to be met from 100% funding:

1 Project Leader (PO2)	£32,116
1 Project Worker (QSW)	£25,200
1 Clerical Assistant (GS1/2)	£8,000
Travel & Subsistence	£4,000
Administration/training costs	£6,000
	£75,316
+ 8%	£6,025
TOTAL	£81,341

Start Up Costs:

Office equipment/Advertising/Security	£5,000
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Proposed Start Date:

1st April, 2002

Additional Information:

Provided the project achieves the target of joint working with 40 cases per annum, the unit cost of this service will be approximately £2,000 per case. The Partnership believes this represents value for money.

8.5.6

NON CORE SUPPORT INITIATIVE

Grouping: Ayrshire Criminal Justice Social Work Partnership

Title of Proposed Initiative

Ayrshire Criminal Justice Social Work Information, Research and Evaluation Officer

Located within North Ayrshire Council covering the Partnership area.

Aims

- To provide the Partnership with quality information regarding the effectiveness of current and planned services

Objectives

- To develop the current management information systems in each authority in order to provide the Partnership with accurate and consistent information;
- To develop and implement models of evaluation for each of the service areas and report on these to the Partnership Management Group;
- To conduct specific research into areas of service as required by the Partnership Management Group.

Outline of Proposal and Rationale

This proposal aims to eradicate the wide variations between the three authorities in relation to

- differences in the way budgetary information is collected and presented;
- differences in the selection and presentation of internal key performance indicators and benchmarking criteria;
- variations in the type of information held within databases for case management purposes;
- variations on information held for risk assessment purposes on various databases;
- wide differences in staff computer skills at all levels throughout the Partnership.

The exercise involved in producing this strategic plan has provided evidence of the wide variations that exist amongst the Partnership authorities. This has caused major problems in relation to providing accurate information to the Partnership Management Group.

There is very little evidence of consistent ongoing evaluation of work within the various Criminal Justice teams in Ayrshire. What is presently occurring in each of the authorities is being developed on an ad hoc basis and requires to be developed more consistently in order that the Partnership Management Group get an accurate view of service effectiveness. The work that requires to be done therefore is the development of models of evaluation that staff can use as part of their ongoing practice and the development of databases in order that this information can be recorded consistently across the Partnership area. Staff will also require to be trained in the use of these evaluation tools.

Within Section 8 of this plan we have made bids to develop new service initiatives. These initiatives will require to be researched in order that the intended outcomes can be measured in relation to effectiveness and best value for money. Currently within the Partnership area there is no capacity for this work to be undertaken.

As well as the proposed new initiatives, the Partnership authorities have a variety of current initiatives which also require to be subject to research.

The appointment of this post will also add value to the development of information technology which is currently being actively promoted by the Scottish Executive and in addition will add value to the development of Youth Crime databases which have been started through the Youth Crime Review.

Consultation

This bid for an Information, Research & Evaluation Officer has been subject to consultation with our partners in all the service developments we have identified in the Strategic Plan.

Performance

The Information, Research & Evaluation Officer will prepare quarterly reports on key areas of management information to the Partnership Management Group. These reports will include budgetary information, internal key performance indicators and an update on the progress of internal evaluation and research.

Where the Partnership Management Group feels it would be appropriate, copies of such reports will be forwarded to National Development Centre for wider circulation to other groupings.

Delivery Mechanisms

This service will be provided by the appointment of an Information, Research & Evaluation Officer supported by 0.5 GS1/2 Clerical Assistant.

The Officer will develop links and share information with all the partners we have identified within the various service initiatives we are proposing within this plan.

Funding

1 x Information Research & Evaluation Officer PO2 (including on-costs)	£29,552
0.5 x Clerical Assistant GS1/2 (including on-costs)	£8,000
Travelling & Subsistence	£3,000
Training and administration costs	£3,000
Total	£43,552
8%	£3,484
TOTAL	£47,036

Start up costs: £4,000

9 ACTION PROPOSALS

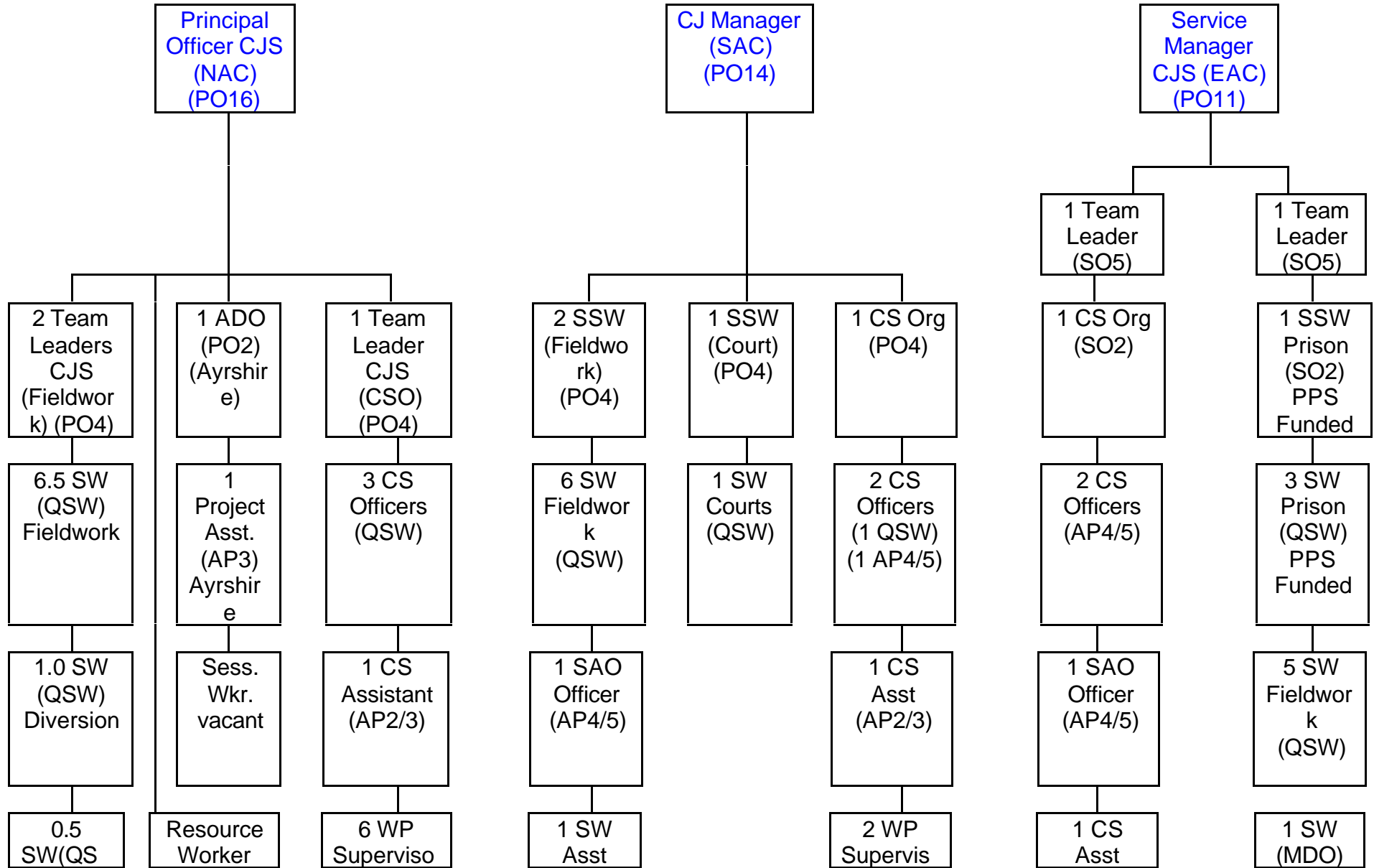
The following identifies the proposals contained within the Plan. Each proposal is headed by a lead authority, who will have an organisational role in arranging to review or implement action. This will be undertaken by representatives from all three Partnership authorities. It is intended to involve all relevant staff within the review/working/action groups.

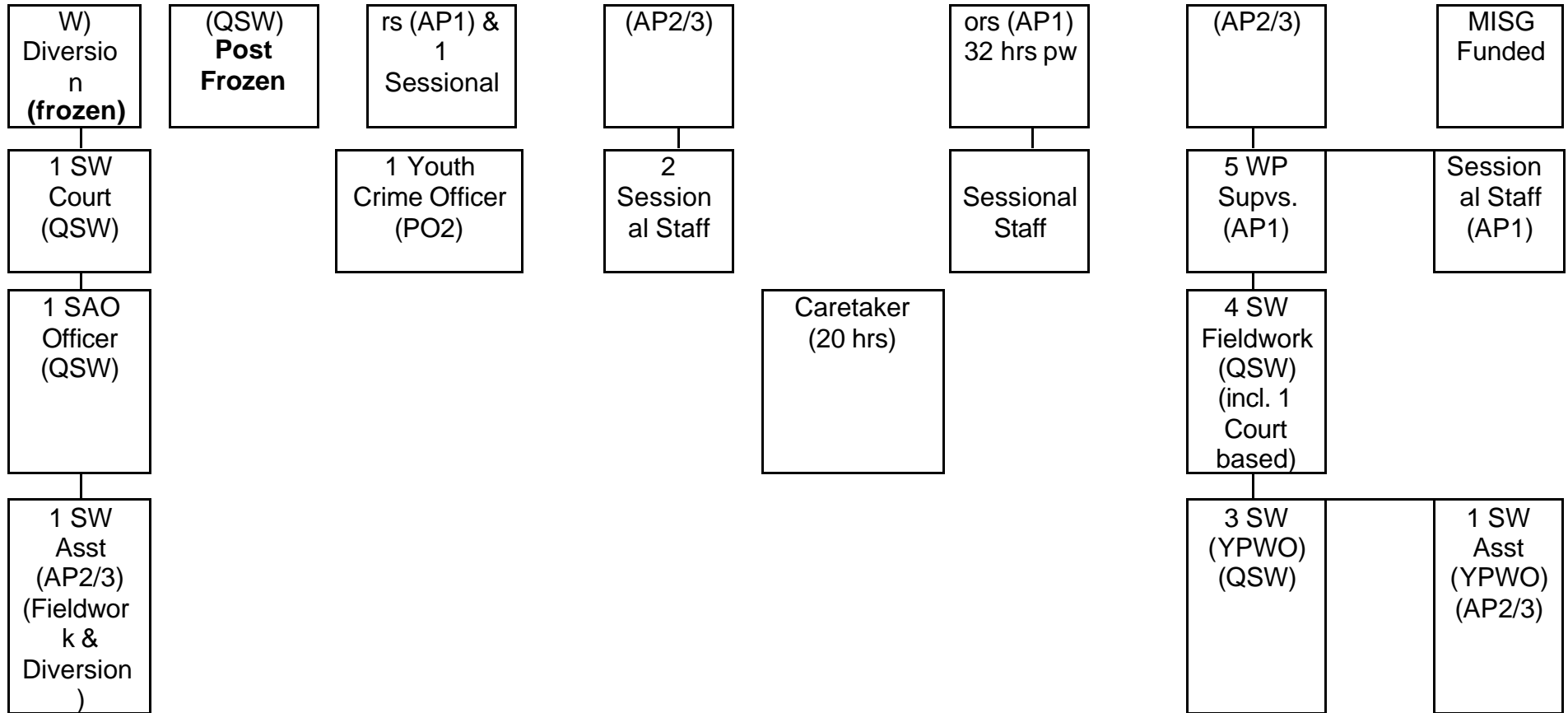
All planned new initiatives are dependent on 100% funding by the Scottish Executive.

<u>PROPOSAL</u>	<u>LEAD AUTHORITY</u>	<u>TIMESCALE</u>
<u>Court Services</u>	<u>East Ayrshire Council</u>	<u>April - Sept 2002</u>
<u>Social Enquiry Reports Working Group</u>	<u>North Ayrshire Council</u>	<u>April 2002 - Mar 2003</u>
<u>Probation - evaluation of current practice</u>	<u>East Ayrshire Council</u>	<u>April 2002, April, 2003</u>
<u>Community Service - review current arrangements</u>	<u>East Ayrshire Council</u>	<u>April, 2002 - March 2003</u>
<u>Supervised Attendance Orders – review current arrangements</u>	<u>East Ayrshire Council</u>	<u>April, 2002 - March, 2003</u>
<u>Throughcare – review</u>	<u>East Ayrshire</u>	<u>Review completed by March, 2003</u>
Home Circumstances Reports	<u>North Ayrshire Council</u>	<u>April, 2002 - March, 2003</u>
Structured Deferred Sentence - Pilot Proposal Application	<u>East Ayrshire Council</u>	<u>To be determined by Scottish Executive</u>
<u>Risk Assessment developments</u>	<u>East Ayrshire Council</u>	<u>Analysis and report-December, 2002. Review - March, 2003. Implementation of review findings - April, 2003</u> <u>Monitoring and adaptation as required April, 2004</u>
<u>Sex Offenders Services</u>	<u>North Ayrshire Council</u>	<u>To be reviewed annually</u>
<u>Sex Offenders Forum</u>	<u>North Ayrshire Council</u>	<u>April - Sept 2002</u>
<u>Social Inclusion - Offender/Ex-offender Initiative</u>	<u>North Ayrshire Council</u>	<u>April, 2002 - 2005</u>
<u>Social Inclusion - Joint Working Group with Housing Services</u>	<u>South Ayrshire Council</u>	<u>Completed by December, 2002</u>
<u>Social Inclusion - Joint Working Group with Recreation/Cultural Services</u>	<u>South Ayrshire Council</u>	<u>Completed by December, 2002</u>
<u>Addiction Services Initiative</u>	<u>North Ayrshire Council</u>	<u>April, 2002- March,</u>

<u>PROPOSALS</u>	<u>LEAD AUTHORITY</u>	<u>TIMESCALE</u>
<u>Women Offenders - Multi-disciplinary Group</u>	<u>South Ayrshire Council</u>	<u>Group by November, 2001, Strategy by November, 2002</u>
Women Offenders - New Initiative	<u>South Ayrshire Council</u>	<u>2002/03</u>
<u>Youth Crime – review</u>	<u>East Ayrshire Council</u>	<u>Strategic reviews completed by December, 2002</u>
<u>Youth Crime - multi-disciplinary forum</u>	<u>East Ayrshire Council</u>	<u>Joint multi-disciplinary forum completed annually up to 2005.</u>
<u>Mentally Disordered Offenders Initiative</u>	<u>South Ayrshire Council</u>	<u>April, 2002</u>
<u>Quality Assurance</u>	<u>South Ayrshire Council</u>	<u>Full implementation by March, 2005</u>
<u>Monitoring & Evaluation</u>	<u>North Ayrshire Council</u>	<u>Completion by March 2005</u>
<u>Training Plan</u>	<u>North Ayrshire Council</u>	<u>April, 2002 - Sept, 2003</u>
<u>Training & Research Initiative</u>	<u>South Ayrshire Council</u>	<u>April, 2002</u>
<u>Independent Sector Partners - contract management system</u>	<u>North Ayrshire Council</u>	<u>2002/03</u>
Independent Sector Partners - SLA Format	<u>East Ayrshire Council</u>	<u>2002/2003</u>
Independent Sector Partners - Bail & Accommodation Service Proposals	<u>South Ayrshire Council</u>	<u>Bail Services 2002</u> <u>Accommodation 2002/03</u>
<u>Key Performance Indicators set</u>	<u>North Ayrshire Council</u>	<u>April, 2002/3/4</u>
<u>Key Performance Indicators monitored</u>	<u>North Ayrshire Council</u>	<u>April, 2003/4/5</u>
<u>Key Performance Targets</u>	<u>North Ayrshire Council</u>	<u>April, 2002/3/4</u>

AYRSHIRE CRIMINAL JUSTICE SOCIAL WORK PARTNERSHIP - APPENDIX 1





ADMINISTRATIVE AND CLERICAL STAFF
AYRSHIRE CRIMINAL JUSTICE SOCIAL WORK PARTNERSHIP

