



**WEST LOTHIAN COUNCIL
CRIMINAL JUSTICE SOCIAL WORK
3 YEAR SERVICE PLAN**

2008/2011

1. Introduction

1.1 West Lothian Council Criminal Justice Social Work Service is committed to promoting community safety. This includes the risk management and supervision of offenders within the Council area.

During 2006-2007, the Lothian and Borders Criminal Justice Social Work Consortium operated along side the new Community Justice Authority (CJA). The shadow year has now ended and the CJA will operate from 2007 onwards.

The Lothian and Borders Community Justice Authority Area Plan 2008 –2011 forms the basis of this Service Plan. Whilst still in draft form, the key objectives have been debated within the inter-council senior management forums and the principle strategic issues agreed. This Plan will outline how West Lothian Council and the other Councils within the CJA area plan to contribute to reducing re-offending in our communities. It will reflect national and local priorities that will then be strategically prioritised depending on our local need.

West Lothian Council and partners within the CJA fully support the “Reducing Re-offending” consultation process that began in April 2004. This includes the commencement of the Management of Offenders (Scotland) Act 2005, the Multi Agency Public Protection Arrangements (MAPPA) and the introduction of the Community Justice Authorities. This is intended to be a significant development for criminal justice nationally.

Locally, the introduction of the CJA, and as a result the Local Area Plan, should allow all key stakeholder including the Police, Scottish Prison Service and the voluntary sector to further develop working in partnership to implement local and national priorities. This includes the reduction in crime and recidivisms rates. These Plans set out how we intend to improve public safety by planning for efficient and effective assessment and supervision of offenders in the community, in line with the objectives of the Best Value Review.

1.2 Over the last twelve months, as outline in preceding reports, West Lothian Council Criminal Justice Social Work Services has worked steadily at developing, introducing and evaluating a range of operational objectives. These have included the following:

- Introduction of “Constructs”. This is a group work programme that aims to assist male offenders to reduce the likelihood of being involved in further offending. This has been achieved by introducing and supporting the behaviour change programme that should have a positive effect on the way offenders think and behave.

- Introduction of non Social Work staff from various diverse professional backgrounds to support the groupwork programmes and the Home Detention Curfew Order assessment process.
- Implementation of the new Home Detention Curfew Orders that require a robust risk assessment by community based Criminal Justice Staff prior to offender being released back in to the community with restrictions.
- Involvement in the development and implementation of West Lothian Council and key partners “Protecting Children Living in Families with Problem Substance Use Screening Group”. The primary objective is to identify children at potential risk through parental substance misuse to reduce the likelihood of harm. Crucially, this multi agency panel seeks to offer community interventions and access to services, where appropriate, so that families receive the support they require.
- Full operational involvement in the “West Lothian Criminal Justice Project”. This pilot Project allowed all key criminal justice partners an opportunity to work together to address systematic issues that were widely recognised as problematic in the criminal justice system. The evaluations report highlighted the positive and collaborative approach, and subsequent redesign of the summary justice system in West Lothian. This resulted in a far quicker and more efficient process that delivered benefits to everyone involved. Following on from the success of the pilot, this will now be mainstreamed within this Council area.
- Achievement of the Chartermark standard for customer excellence. This has been a considerable achievement with West Lothian being the first Criminal Justice Social Work Service to achieve this nationally.
- Fully implementation of MAPPA (Multi Agency Public Protection Arrangement) in partnership with key strategic services including Housing Services, Scottish Prison Service and the Police. This will provide a robust risk management framework, with clearly identified lines of responsibilities, to allow the management of offenders in the community.
- Introduction and phased implementation of ViSOR (Violent and Sexual Offenders Register) in partnership with the Police. This will allow better communication and intelligence sharing between Criminal Justice and the Police when managing high-risk offenders in the community.
- Action key strategic vision of the Scottish Government outlined within the Reforming and Revitalising report published in 2007. The key area cover Reparation and Payback; Rehabilitation and Reintegration; Quality and Enforcement, and Community Engagement.

1.3 Over the next three years West Lothian will work towards developing service delivery identified both within the Community Justice Authority Area Plan and the West Lothian Criminal Justice Services 3 year Service Plan. Whilst both identify challenges for the service, the local plan set out ambitious targets to meet local need. Locally, and in partnership with our established

Council partners, key statutory services and the voluntary sector, West Lothian Council intends to maintain and develop its existing direct and support services. Much of this has already been achieved. This includes the review of Drug Testing and Treatment Order services, revised Throughcare arrangements for prisoners and the continuing development of accredited Group work Programmes such as Constructs and Community Sex Offender Groupwork Programme (CSOGP). In addition, progress on training and staff development will continued as a priority. This includes high priority areas such as Child Protection and Risk Management.

1.4 Locally, new developments already identified include the following:

- HMP Addiewell – Work has already started on the private prison in Addiewell. This will be a 700 capacity male prison that will require the appropriate levels of community/prison based Social Work services. This will involve enhancing the local Throughcare arrangements as well as providing a national service for offender from out with the local area.
- Civic Centre – Work has also started on this ambitious community development. This will bring together all the key players within the criminal justice system that includes the Courts, the Crown Office, Criminal Justice Social Work Services, Victim Support and the Police. It will also include key Council services such as Housing, Senior Council Officers and Adult and Children’s Social Work resources.
- The new national administration review of community sentences – Following recent national elections, the current administration has prioritised a review of community sentences. This includes the wider use of Drug Treatment and Testing Orders. The implementation of Mandatory Supervised Attendance Orders and the community resource implication following on from the introduction of the Custodial Sentences and Weapons (Scotland) Act 2007.
- Working in groups – West Lothian Criminal Justice Social Work Service now operates the accredited “Constructs” programme. This is being evaluated by the Scottish Executive Justice Department and the Criminal Justice Social Work Development Centre for Scotland. Proposed new group work developments include working with female offenders, substance misuse, domestic violence and Road Traffic Offending.
- Supported Accommodation – This proposal intends to identify a multi-agency approach to supporting and risk managing offenders in the community. This includes the review of available technology to enhance supervision and monitoring of individuals remaining or returning to their local communities.

1.5 West Lothian Criminal Justice Social Work Service, along with its Consortium Partners was inspected by the Social Work Inspection Agency (SWIA) IN 2005. The out come of this performance inspection report acknowledged West Lothian as being committed to addressing local issues raised within the report. Overall the inspection concluded that "There have

been some undoubted successes and achievements in implementing services both across the Consortium and within individual authorities, including the development of group work programmes, the establishment of a service working with sex offenders, and the introduction of some Consortium-wide quality assurance exercises.

2. Output Information

2.1

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

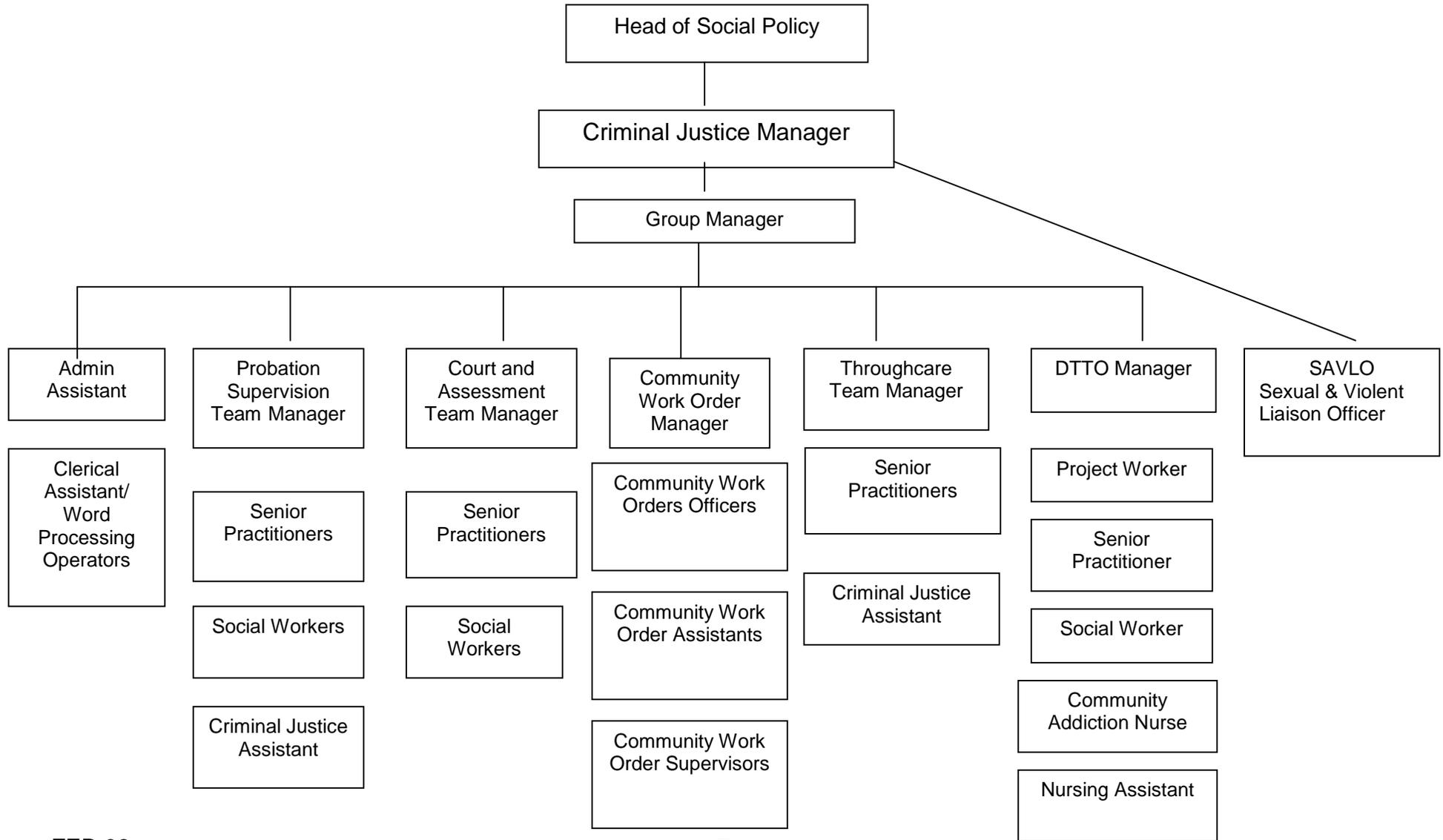
** 1. Supervised Attendance Orders*

** 2 Fiscal Community Work Orders*

2.2 Service outputs will be shaped by national objectives and the CJA Area Plan. There has already been an increase in demand following the introduction of new criminal justice initiatives such as Home Detention Curfews and the Throughcare Addiction Service. Services targeting drug offending and the underpinning addiction issues have also been improved by the introduction of Drug Treatment and Testing Orders. This is a service that is currently under review with a view to widening the scope of appropriate target groups. Group Work and the application of accredited programmes have also developed locally with the introduction of Constructs. The service is also making a considerable investment in training operational staff to deliver CSOGP.

3. Human Resources

3.1 Service Structure



3.2 West Lothian Criminal Justice Social Work Service is supported by a dedicated and experienced management team. This includes a Criminal Justice Manager, Group Manager and dedicated Team managers. Social Workers, Senior Practitioners, Community Work Order staff and Administrative support provide direct service provision. Key partners in the service delivery also include the NHS, Police and a range Social Policy services and staff such as Housing Services.

Recently, and in recognition of developing service demands and national priorities, the service has now recruited Criminal Justice Assistants. These non social work staff bring a range of skills and experiences to the service. The recently appointed SAVOLO has also been placed within the management team. This post will work closely with the Child Protection and Vulnerable Adult services of the Council, and play a significant role within the local MAPPA arrangements and Risk Management Panels.

In recognition of this continually evolving service, alongside increased local and national service demands, the service is currently review both the management and administrative structures.

3.3 Workforce Planning

West Lothian Criminal Justice Social Work Service is in the process of planning for further expansion due to national operational objectives including the mandatory imposition of Supervised Attendance Orders, provision of a Prison Social Work service for the new Prison in the area and the likely implications of the Custodial Sentences and Weapons (Scotland) Act 2007. This will also include a thorough examination of existing services, the increased use of non Social Work personnel when and where appropriate and an admin review. The service is also due to take part in a further pilot that would trial the use of Fiscal Community Work Orders, an alternative to prosecution.

4. Learning and Development Plan

4.1 Review of current Training Plan

Achievements included the following:

- All relevant staff continuing to be fully trained in the use of LSI-R, RA1-4
- All relevant social Workers completing RM2000 Training

- All relevant social Workers completing CSOGP
- Several staff have undertaken both basic and advanced courses in working with high risk offenders
- All staff have received Child Protection training
- All relevant staff trained to deliver Constructs PSSO
- Training commenced for VISOR
- Newly appointed staff undertaking Lothian and Borders based training in relation to Risk Management, Effective Practice, Legislation and an introduction to Criminal Justice Social Work.
- Non Social Work staff commenced Social Work Training

4.2. Other training included staff attending training on issues such as Use of IT, Mental Health, Vulnerable Adults Challenging offending relating to child abuse through the Internet, multi agency working and Motivational interviewing. Staff has also attended a range of seminars and conferences on issues such as working with Sex Offenders, Practice Teaching and Domestic Violence.

In addition, West Lothian, along with our four Council partners within the CJA area, are proportionately contributing to the introduction of a CJA area wide Training Development Officer. This will allow central co-ordination, and area wide implementation of core and specialist training.

4.3 Training Priorities for 2008 -11

As with previous years, training for the next three years will be dictated by the following:

- Staff members individual Performance Review and Personal Development Plans (PRDP's)
- Lothian and Borders Community Justice Authority 2008-11 Area Plan

- West Lothian Council Criminal Justice Social Work Service Plan
- Legislative changes and amendments
- West Lothian Council Social Policy Workforce Planning and Development Group

The introduction of new legislation, amendment of existing statutory services and national and local government priorities are likely to place considerable demands on the service over the next three years. Training will be provided in relation to the operational demands and objectives of the ever-evolving service. These include:

- Stable and Acute Risk Management (SA07)
- Level of Service Case Management Inventory (LSCMI)
- Violent Offender & Sex Offender Register (ViSOR)
- Multi Agency Public Protection Arrangement (MAPPA)
- The Custodial Sentences and Weapons Act 2007

4.4 In addition, the Scottish Social Services Council (SSSC) requires all qualified Social Work staff to evidence at least five days training and/or professional development per year. In the case of newly qualified personnel, this is increased to 25 days. As a result we would envisage sourcing and/or developing a range training courses and other means of professional development, provided by the Lothian and Borders Training Development Officer, and with the West Lothian Council. This process has already started with the introduction of a structured induction programme for new staff. This will be developed over the next three years to include the specific needs of non social work personnel.

4.5 Training priorities for the next three years will be as follows:

Mandatory	Necessary	Optional
<ul style="list-style-type: none"> • All Social Workers to undertake LSI-R or LSCMI training • All new Social Workers to complete Risk Matrix 2000 training • All new staff to complete basic sex 	<ul style="list-style-type: none"> • All staff to undertake drug/alcohol training where appropriate • Community Work Orders staff to undertake updated health and safety training 	<ul style="list-style-type: none"> • Coping with conflict • Dealing with Aggression • First Aid as required • Basic counselling • Introduction to Mental Health • Scottish Vocational Qualifications as appropriate

<p>offenders training</p> <ul style="list-style-type: none"> • Social Work case managers to complete advanced sex offender training/CSOGP • All staff to attend training in relation to Child Protection. • Completion of structured Post Qualifying awards will continue to be a priority dependant on the development of a new continuing Professional Development Framework being provided by the SSSC. • Administrative staff to participate in Customer Care Training. • All relevant Social Workers to participate in Constructs PSSO training. • All staff to participate in the basic induction programme as required. 	<ul style="list-style-type: none"> • Community Work Orders staff to undertake Pro Social Modelling Training • All staff to complete basic Domestic Abuse training where appropriate and available • Administration staff to undertake new technology training as required • Management Team to complete in Management passport training where appropriate. 	
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4.6 In recognition of the expansion of the service over recent years, the introduction of new legislation and local/national service developments, Criminal Justice Social Work Services host a twice-yearly Service Development Day. This allows an opportunity for the whole service to focus on pertinent issue relating to service and practices. It allows our key partners and stakeholders an opportunity to be involved in the strategic development of the service and introduce new and innovative ideas that addresses local demands.

Line managers in accordance with PRPDP's will identify priorities for these activities. There is an expectation that Team Managers will review all PRPDP's every six months. Strategic priorities will also be identified regarding the appropriateness of training in relation to the needs of the service from a national context

A high priority for the service is the access to appropriate training with regards to career progression programmes and training for non social work staff. This may include the introduction of a SVQ award scheme, the Certificate in Drug and Alcohol Studies and Cognitive Behavioural Therapy Techniques.

5. Quality Assurance

5.1 An increasing awareness of customer care is a priority for the service to develop our commitment to high levels of consistent communication with service users and partners. The service has now received the Chartermark for Excellence in Customer Service. This will be reviewed annually and the service will be expected, and indeed evaluated against the key indicators of this award. Along side Chartermark, and in line with West Lothian Council's own quality assurance review, the service is measured against the West Lothian Assessment Model (WLAM). Key objectives from both processes are summarised as follows:

5.2. Summary of actions

- Review Admin Team
- Staff consultation group
- Develop strategic partnership meeting
- Review management portfolios
- Increase use of Non Social Work staff

Along with the above, Criminal Justice Social Work Services are required to complete an impact assessment that includes the statutory requirements of Disability, Gender Equality, and Ethnicity legislation for both service providers and users.

6. Priorities 2008 2011

6.1

West Lothian Council Criminal Justice Social Work Service

Action Plan 2008-11

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

Review and revise Management of Sex Offenders Policy	Rewrite policy	Yes	Yes	Staffing resources in place	October 2008	Robin Allen	Council Policy
Enhance range of performance measures to better demonstrate effectiveness.	Produce one set of Key performance measures across all aspects of the service	Yes	Yes	Yes. Mechanisms exist to facilitate task.	April 2008	Gillian Oghene	Statutory KPI's
Enhance use of structured domestic abuse programmes	Introduce accredited domestic abuse programme	Percentage of domestic abuse perpetrators undertaking structured programme	Yes providing that resources are made available	Yes. Current Programmes exist	October 2009	Linda Ferguson	CJA Area Plan (2.4.1) (2.4.8) Corporate Plan 2007-11(p 41)
Undertake review and restructuring of Criminal Justice Management Team	Introduce specific function of Group Manager and enhance Management arrangements for Throughcare and community Work Orders	Yes	Yes, restructure will be undertaken largely from within existing resources	Yes. Proposal in place and agreed by Senior Management Team	March 2008	Tim Ward	Criminal Justice Service Plan
Undertake Administration Team review	Explore functions of key roles and re-grade accordingly	Yes	Yes. Can take place within existing resources	Yes. Staff are undertaking key functions currently after a successful pilot	October 2008	Tim Ward	Criminal Justice Service Plan
Undertake Review of Community Work Orders Team	Explore roles of Officers and supervision arrangements. Review use of placements and resources.	Yes, improved performance on KPI's and range of impacts	Yes	Yes, clear areas of improvement identified	April 2009	Tim Ward/Linda Probka	Statutory KPI's CJA Area Plan Criminal Justice Plan
Undertake review of Court and Assessment Team	Explore use of Criminal Justice Assistants in order to improve performance in	Yes, increased efficiency	Yes but not in shorter term	Yes	October 2009	Tim Ward/Paul Streater	Criminal Justice Service Plan

	relation to court duty, diversion from prosecution, bail information and supervision and fines enquiry.						Civic Centre
Plan for move to Civic Centre	Scope structural changes necessary for move to Civic Centre	Yes, by performance monitoring	Yes	Yes, move to Civic Centre agreed	October 2009	Tim Ward	Corporate Plan
Mainstream West Lothian Project	Introduce WLP principles into all areas of Court and Assessment work	Yes	Yes, assuming ongoing support from key partners	Yes	April 2008	Paul Streater	Criminal Justice Service Plan
Introduce prison based Social Work Service into HMP Addiewell	Plan for opening of new prison in December 2008	Yes	Yes, assuming West Lothian Council are required to provide the service	Yes	December 2008	Tim Ward/Gillian Oghene	Criminal Justice Service Plan
Review Drug treatment and testing Orders Team	Undertake Best Value Review of service to optimise use of resource	Yes, by optimising resources	Yes	Yes	April 2008	Gillian Oghene	Criminal Justice Plan Statutory KPI's
Maintain Performance in relation to customer care	Monitor performance in relation to partial compliances	Yes, through Customer Care Review meeting.	Yes	Yes	October 2008	Tim Ward	Chartermark Criminal Justice Service Plan
Establish West Lothian Community Justice Strategic Group	Establish group to explore ways to improve all aspects of work to reduce offending across partner agencies	Yes	Yes, through new KPI's	Yes	April 2008	Tim Ward	CJA Area Plan Criminal justice Service Plan
Pilot Community Work Order Offers	Introduce service for 100 offenders per year	Yes, measures already in existence	Yes funding in place for 2008-10	Yes	July 2008	Linda Probka	Criminal Justice service Plan
Review and revise Breach procedures	Update templates and associated procedures	Yes	Yes	Yes	April 2008	Paul Streater	Criminal Justice service Plan

Increase proportion of student placements	Increase ratio's of Practice Teachers and number of placements in line with Workforce development Strategy	Yes, number of Practice Teachers and students supervised	Yes, Practice Teachers identified	Yes	April 2009	Gillian Oghene/Tim Ward	Criminal Justice service Plan Social Policy Workforce Development Strategy
Prepare MAPPA procedures for Violent Offenders	Ensure systems are in place for the introduction of Violent Offenders to MAPPA	Yes, number of offenders	Yes, given resources	Yes	October 2008	Robin Allen	Criminal Justice service Plan
Review provision of services for offenders employability	Review Service Level Agreement with APEX	Yes, number of offenders receiving a service with a positive outcome	Yes	Yes	April 2008	Gillian Oghene	Criminal Justice service Plan
Review Bail Information and Supervision service	Review with a view to increasing uptake	Yes	Yes	Yes	October 2008	Paul Streater	Criminal Justice service Plan
Review work patterns	Review current work patterns and consider establishing pilot for compressed hours to enable evening working	Yes, by establishing evening working requirements	Yes	Yes, interest already exists from relevant staff	October 2008	Tim Ward	Criminal Justice service Plan
Explore possibility of establishing a community link centre	Explore possibilities of establishing community link centre to meet demands posed by establishment of new prison	Yes	Yes, given resources being made available	Yes	December 2010	Tim Ward	Criminal Justice service Plan CJA Area Plan

Devise publicity strategy	Devise strategy that allows service to promote itself more effectively using a range of media sources.	Yes	Yes	Yes	January 2009	Tim Ward	Criminal Justice service Plan
Develop violence reduction strategy	Devise joint strategy following research and scoping exercise with police, health and other partners aimed at reducing the incidence of serious violence.	Yes, once baseline is established	Yes, presuming commitment of other partners.	Yes	March 2009	Tim Ward	Criminal Justice service Plan

7. Initiatives

7.1

Description of Initiative	Desired outcome / benefits	Senior Responsible Officer	Start Date	Finish Date	£ Capital	£ Revenue
Admin Review	Review of service administration/support services	CJ Manager /Senior Admin	1/7/07	1/7/08	0	0
CJS Strategic Partnership Meeting	Develop multi-agency group to address local strategy issues	CJ Manager	1/4/07	1/4/09	0	0
PRPDP	100% completion for service	CJ Manager	1/4/07	1/12/08	0	0
Community Work Order Placement Review/CWO Fiscal Pilot	Review Community Work Order Placements	CWO Manager	1/7/07	31/7/08	£10,000	£50,000
SER Quality Assurance Group	Develop service wide quality assurance procedures for SER's	Team Managers	1/7/07	1/11/08	0	0
Staff Focus Group		CJ Manager	1/4/07	1/12/08	0	0

8. Environmental Issues

8.1 There are various ways in which this service can demonstrate a commitment to improving practice. The Criminal Justice Environmental Strategy is included in all staff induction programmes. We can take practical steps to reduce the impact this service has on the environment and reduce our carbon footprint.

Issue	Possible responses
Use of paper products	<ul style="list-style-type: none"> • New network printers to have double-side printing capability • Use double-sided copying wherever feasible • Recycling of all used paper • Use scrap paper rather than new pads
Electricity	<ul style="list-style-type: none"> • Improve use of natural lighting • Reduce print quality of internal documents – reduces energy costs of printing, • Stop practice of leaving equipment on stand-by • Turn off lights whenever possible
Water	<ul style="list-style-type: none"> • Make sure taps are turned off, and if using kettle, only boil as much water as you need.
Transport – costs and environmental impact	<ul style="list-style-type: none"> • Use of public transport where appropriate
Community Work Order Placements	<ul style="list-style-type: none"> • Placements require to demonstrate positive environmental impact • Maximise natural resources