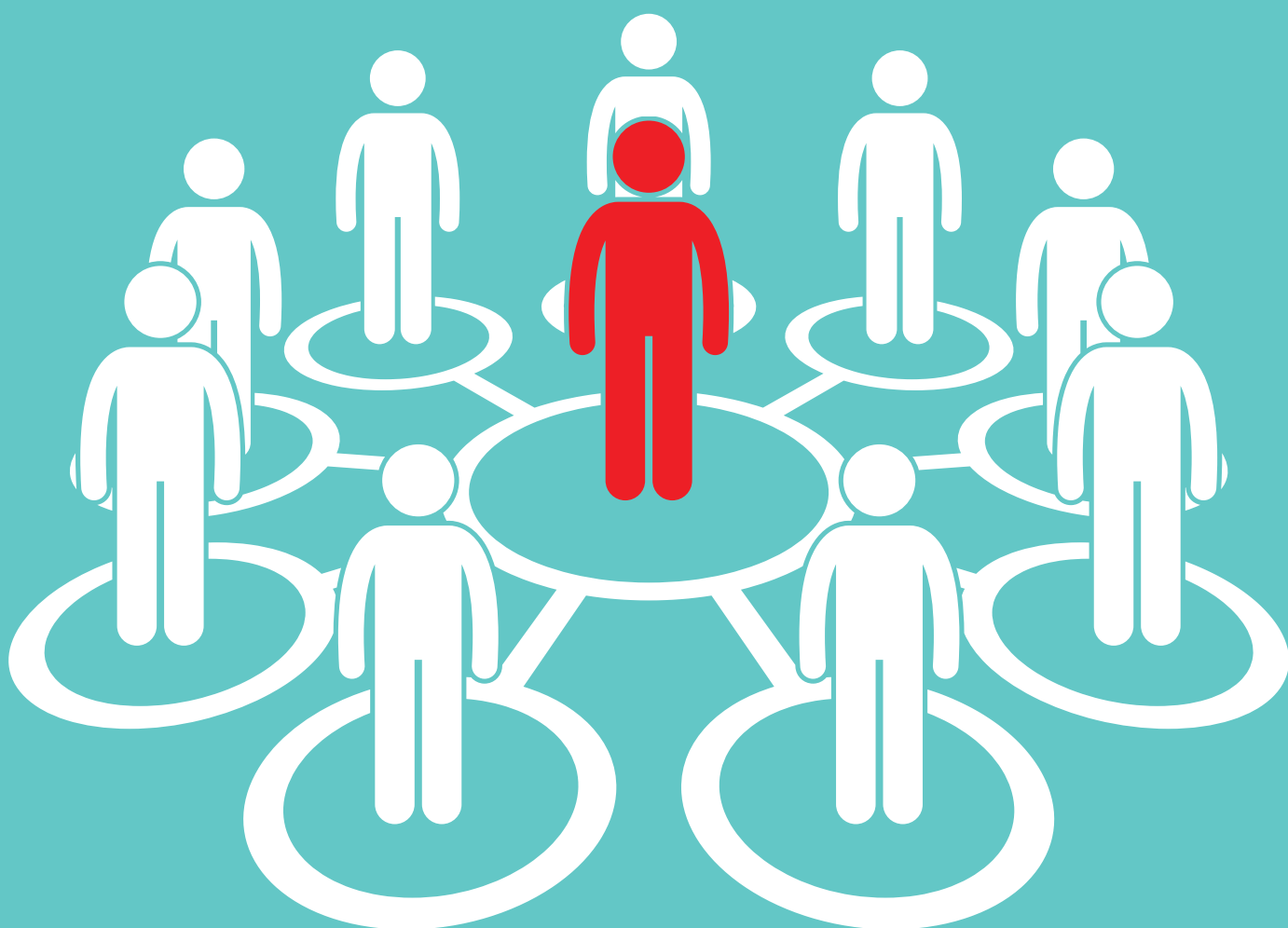


# ANNUAL REPORT 2014-15

tayside  
community  
justice  
authority  
involve integrate impact improve



# CONVENER'S FORWARD

I am proud to present our Annual Report 2014-15. Once more, the performance of Tayside Community Justice Authority (CJA) is positive with continuous improvement in reducing levels of re-offending and making local communities safer places in which to live. This is no doubt due to the joint and individual efforts of our partners and this can be seen in this report.



The figures for Tayside speak for themselves; CJA's started work in 2007 and since then Tayside has recorded a reduction in the reconviction rate of 9.5% (compared with 3.8% reduction nationally), and a reduction in the reconviction frequency rate of 33.1% (compared with a 14.5% reduction nationally).

Good progress is being made on our Area Plan Priorities and Actions for 2014-17. From the 17 original actions, eight have now been completed and nine are ongoing.

The short term prisoners Integrated Case Management process is now firmly embedded within HMP Perth and the Throughcare pilot has been rolled out. Women's Justice Centres have been piloted and evaluated locally and have proven to be successful. The Tayside Intensive Support Service (TISS) projects for persistent offenders has been developed and mainstreamed into the Tayside area. These projects will continue to develop to ensure it is fit for purpose.

The performance of community based disposals including Community Payback Orders (CPOs) and Drug Treatment and Testing Orders (DTTOs) has been monitored and improvements are made as appropriate. Sheriffs are fully supportive and regular reports are submitted to the Tayside Community Justice Authority Board.

There was a National consultation on MAPPA for Violent Offenders and Tayside Responsible Authorities contributed to this. A report will be published early in the new year. The Tayside MAPPA Annual report for 2014-15 has been published and marks a further year of progress and development of effective public protection issues in Tayside.

Arrangements continue to be strengthened by the post of an NHS MAPPA Liaison Officer to facilitate information sharing on relevant health issues and how they link to the management of risk.

The Moving Forward: Making Changes sex offender treatment programme, has been successfully rolled out, integrating with MAPPA. The resilience of the programme is continuously monitored by Criminal Justice Social Work and risk management actions are reported on a monthly basis.

As anticipated, there was a great deal of focus in the last year on the future arrangements for community justice. Locally, we have attended various Government conferences and workshops in relation to transition and held various events locally to assist with the dissemination of information. Our Area Plan Implementation group will now be the future forum for transition discussions and sharing information and good practice.

Tayside Community Justice Authority will continue to work to its strengths in order to deliver better outcomes for offenders, their families, victims and communities. It will continue to engage positively with partners, local community planning partnerships and the Scottish Government to ensure a smooth transition process to allow justice organisations in Tayside to further improve our communities.

A handwritten signature in black ink, which appears to read 'Helen Wright'. The signature is written in a cursive, flowing style.

**Bailie Helen Wright**  
Convener, Tayside CJA

# CONTENTS

01

Convener's Foreword

---

22

Reconviction Rates

---

03

Introduction

---

30

CJA Finance

---

04

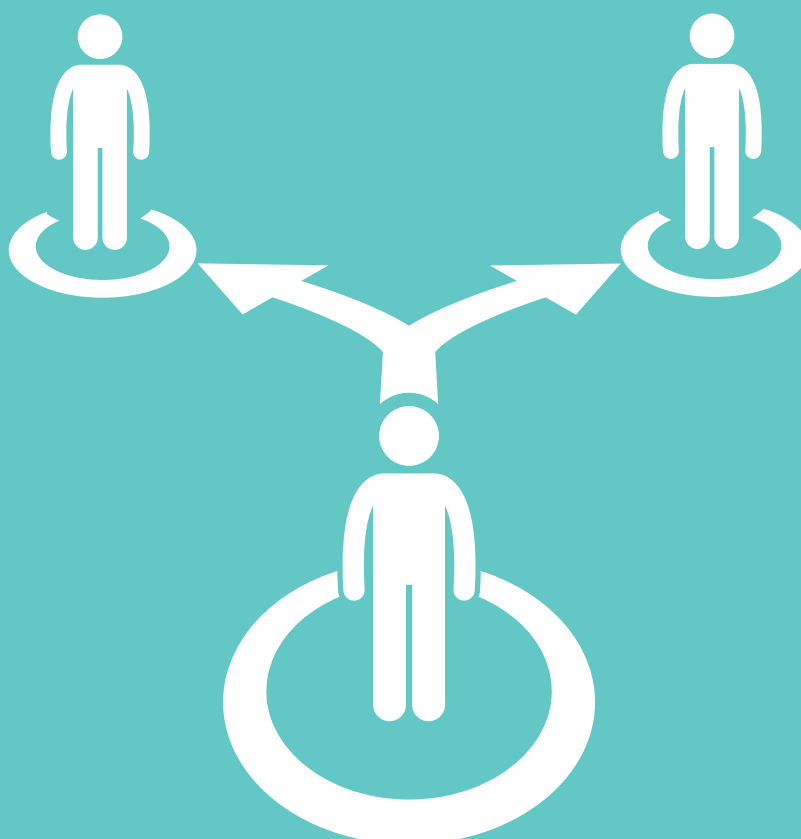
Progress in delivering  
our objectives for 2014-15

---

32

Appendix

---



# SECTION 1

## / INTRODUCTION

The primary purpose of Community Justice Authorities (CJAs), as set out in the Management of Offenders Etc (Scotland) Act 2005, is to bring together a broad range of agencies, with the jointly agreed task of reducing re-offending. In doing so we aim to achieve a more co-ordinated approach to delivering quality services for offenders, their families, victims and local communities, with a view to making Tayside a safer place to live, than can be achieved through organisations working separately.

### HOW WE WORK

The Tayside CJA area comprises the three local authority areas of Angus, Dundee City, and Perth & Kinross. Each authority provides two elected members to sit on the CJA Board. Two of these members fulfil the roles of Convener and Vice-Convener. Elected Members meet quarterly in public meetings, supported by CJA officers, senior representatives from the local authorities and our other statutory partners, who comprise:

- The Scottish Prison Service
- Police Scotland
- NHS Tayside
- Crown Office and Procurator Fiscal Service
- Scottish Court Service
- Victim Support Scotland
- Apex Scotland
- Action For Children

We also work with a number of other Third Sector organizations, for example:

- Tayside Council on Alcohol
- Shelter Scotland
- SACRO
- Venture Trust

We also engage with a number of other strategic partnerships across Tayside. Together with these organisations CJA Officers prepare three-year Area Plans with a view to reducing re-offending through such practices as:

- Joint service planning and provision
- Developing new ways of working
- Creating efficiencies in the local criminal justice system
- Engaging with partners and the public to inform service delivery

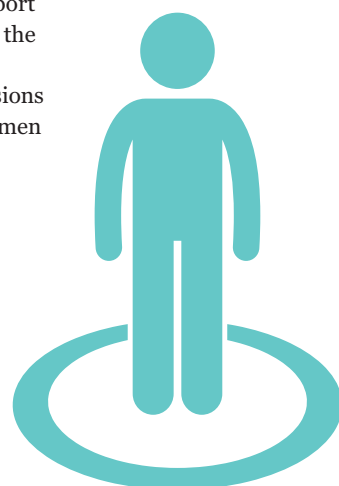
### HOW WE ADD VALUE

Tayside CJA has brought together its Statutory Partners and other stakeholders in order to coordinate approaches towards the effective targeting of services for offenders, at a local level, in order to reduce their risk of reoffending. This includes, for example, bringing together a range of Partner Organisations to form Tayside's first area-wide approach to managing Persistent Offenders - those who, while few in number, are responsible for a disproportionately large number of crimes.

As well as working with Partners and Stakeholders locally, Tayside CJA works alongside Scotland's seven other CJAs to engage with national bodies, (e.g. MSPs and the Scottish Government, ADSW, COSLA) in order to influence policy development which assists the reducing re-offending agenda.

In addition, the Conveners and Officers from Scotland's eight CJAs sit on a number of important and influential national programmes and groups relating to various key areas of offender management policy.

The CJAs also collectively respond to the Scottish Government's calls for written evidence in support of development of new legislation (for example the Criminal Justice and Licensing (Scotland) Act 2010), and in support of Government Commissions (for example the Angiolini Commission for Women Offenders in 2012).



# SECTION 2 / PROGRESS IN DELIVERING OUR OBJECTIVES FOR 2014-15

This section reviews the progress in the first year of our three year area plan for 2014-2017 (Appendix 1). Over this three year period, the Tayside Community Justice Authority will build on previous achievements in order to achieve our vision: A safer Tayside, where offenders are managed appropriately in order to reduce levels of reoffending in the area, making local communities safer places in which to live. We aim to reduce the victimisation caused by Reoffending in the Tayside Area. In support of this, we have seven priorities and corresponding actions detailed in our area plan.

In preparing the area plan we consulted with all our partner agencies, and our elected members and it was then approved by the Cabinet Secretary.

The action plan for the period 2014-2015 outlines 17 actions that the TCJA will achieve as a partnership over the lifetime of the Area Plan. The action plan and progress can be found in Appendix 2.

In recognition that CJAs are to be disestablished, with their roles and responsibilities transferred to a new National Body and Community Planning Partners, the CJA developed a new way of working with partners to deliver the new 2014-17 Area Plan. This involved key partners taking the lead for specific strategic objectives, and leading groups of partners in delivering each objective. Progress of each group is monitored centrally by CJA staff. The intention is for partnerships to continue working on specific objectives when Tayside CJA ceases to exist.

Progress on the actions is monitored and reported at the quarterly Area Plan Implementation Group (APIG) meetings. There are also quarterly reports on the various Priority areas submitted to the TCJA Board meetings.

Of the seventeen actions, eight have been achieved within timescale. All the other activities that were not achieved in full will be ongoing into the final two years of the Area Plan. The following sections provide an update on some of the good work that has been undertaken in the last year in respect of our Priorities.



# PRIORITY 1

## PROVIDING EFFECTIVE THROUGH-CARE SERVICES TO SHORT-TERM PRISONERS

The main aim of this objective is to maximise the use of resources for achieving outcomes for Short-term Prisoners, in order to reduce their risk of reoffending. The Area Plan acknowledged that there is an increasingly complex landscape appearing in relation to Short-term Prisoner Throughcare across Tayside. Development work is ongoing relating to existing Protocols; the HMP Perth/Dundee Criminal Justice Social Work (CJSW) Pilot; the Third-sector-led Supporting Prisoners Advice Network (SPAN) project and the National and Local Mentoring Public Sector Partnerships (PSP's). In addition, the Dundee Alcohol and Drug Partnership (ADP) has led a rapid improvement approach to delivery of substance misuse services. The CJA Board receives bi-annual reports from our Scottish Prison Service (SPS) Liaison Officer on this objective.

### GENERAL PROGRESS

The Scottish Prison Service based at HMP Perth assumed responsibility of leading the revised Short-term Prisoners objective.

### NEW ROUTES

The New Routes Public Social Partnership is now well established in HMP Perth. New Routes is a Scotland wide public social partnership offering a Mentoring Service to young male offenders between the ages 16 and 25. Support is offered to young men predominantly serving a short term custodial sentence who would not be eligible for statutory Through Care support.

It is a 'through-the-gate' support service providing practical and emotional support to help them move back into the community and begin to build a life free of offending. Young men referred to New Routes are matched with a mentor while in prison.

The mentor will work with the young men to develop their independence and social skills, link to appropriate services, explore aspirations, identify goals and establish achievable steps to improve their quality of life. All of which contributes to a prosocial lifestyle.

This support and advice continues after release from prison where mentors can accompany them to appointments and advocate on their behalf where appropriate. Specialist family support is also available to help with re-integration and help achieve stability.

Mentors can also work with those on Home Detention Curfew. Scottish Prison Service staff and prison based New Routes mentors are responsible for identifying young men serving custodial sentences who are eligible for support. The service is offered and if the young man agrees he is matched with a community mentor. Support is available for a total period of 12 months with the initial offer of support being made up to six months pre-release. Involvement is entirely voluntary.

### SHORT TERM PRISONERS INTEGRATED CASE

#### MANAGEMENT (ICM)

The short term prisoners Integrated Case Management (ICM) process is now firmly embedded within HMP Perth. All short term prisoners within Perth are allocated a personal officer who will be their support, mentor and advisor working in partnership with the respective agencies to ensure that they have the best opportunity to break the cycle of reoffending. In addition, on release, they are supported by voluntary throughcare provided by Criminal Justice Social Work across Tayside.

NHS participated in this multi-agency work and new Short Term Prisoner holistic needs assessment paper work was developed by the group based on an assets model of supporting recovery where the prisoner identifies their own needs and rates the importance of change. This was implemented in late summer 2014 as a pilot.

# PRIORITY 1 CONT.

## PROVIDING EFFECTIVE THROUGH-CARE SERVICES TO SHORT-TERM PRISONERS

From an NHS perspective there were two main areas for change; Admissions and Pre Liberation.

On Admission the paper work commences in reception where the Registered Nurse assesses immediate health needs/risks and records same on the Short Term Prisoner Project paperwork before passing to SPS to follow up any immediate actions and for the personal officer to complete the holistic needs assessment within a set time scale. This would include housing, finances, social issues, health needs etc.

Pre Liberation SPS would arrange a pre liberation meeting for short term prisoners that all agencies would attend or submit a report outlining follow up required in line with holistic needs assessment.

The Head of Nursing for PHC has discussed briefly and informally with SPS the status of the project and what the next steps are. Further discussions are required with NHS on data collation on the number of referrals SPS made to NHS for specific clinics. Prior to transfer, this was available on PR2. The NHS is very keen to progress further work as they envisage it being positive from an NHS perspective, particularly with complex cases. All the local authorities are now actively involved in the process which continues to evolve and improve.

### **SUPPORTING PRISONERS ADVICE NETWORK (SPAN)**

Also well established in HMP Perth with good update is the Supporting Prisoners Advice Network (SPAN) project. SPAN aims to break the cycle of a lack of stable accommodation and re-offending and as well as HMP Perth, operates in HMP Grampian and Inverness. SPAN Scotland is a partnership project between Shelter Scotland, Inverness CAB (Citizen's Advice Bureau) and Sacro and is a Big Lottery funded initiative.

SPAN housing advisers provide free, confidential and impartial housing advice through face to face contact within prison or upon release.

Some of the housing advice covers homelessness, rent arrears, housing benefit, housing applications and keeping a tenancy. It also supports prisoners to maintain their accommodation through their prison sentence and responsibly give up their accommodation where appropriate.

SPAN staff work closely with agencies to ensure that a client's housing and wider support needs are met. Targeted support will be provided until clients are in safe, secure accommodation with access to available benefits or education, training or employment. Staff work with statutory, voluntary, community and private sector partners, including criminal justice services, NHS, housing providers, employability agencies and carers.

Both throughcare and re-settlement support from the SPAN team ensures a smooth transition to accommodation and help with related appointments facilitates the introduction of other specialist support agencies, including support to reduce re-offending.

### **IMPROVING OFFENDERS HOUSING OUTCOMES**

HMP Perth was chosen to trial the Government's new Improvement Planning Process, applying it to the housing needs of short term prisoners in terms of sustained housing outcomes on release. A core project team was identified which included SPS staff, CJA staff and Homelessness Representatives from each of the Tayside Local Authorities. The first area to focus improvement effort was identifying and resolving immediate housing issues for offenders when admitted into custody within five days. A process for ensuring that this happens was tested on Perth and Kinross prisoners and the Housing Advisor from Perth and Kinross Council has confirmed that this process works satisfactorily.



# PRIORITY 1 CONT.

## PROVIDING EFFECTIVE THROUGH-CARE SERVICES TO SHORT-TERM PRISONERS

### THROUGH-CARE SUPPORT OFFICERS (TSO'S)

Four TSO's appointed by SPS are now in place in HMP Perth and settling into their new roles. The involvement of TSO's in the process of supporting short term prisoners to successfully make the transition from custody into the community is part of the SPS wider strategic commitment to improve through-care under the Reducing Re-Offending 2 Programme. Key aspects of the roles and responsibilities of TSO's include advocating on behalf of the prisoner in terms of supporting them to engage with critical services. Another key element of the role is to work collaboratively with all partners to ensure that there is no duplication of services and through a case management process to agree the lead professional or agency best suited to support the prisoner. Reports indicate that whilst it has been a steep learning curve for the TSO's, they are already proving to be a welcome and successful addition in supporting offenders in their journey from custody to community. The Scottish Prison Service have received positive feedback to date from working with the respective agencies and being there to guide the offender through the myriad of forms and questions.

### INDEPENDENT ADVOCACY SERVICE

This service was introduced at HMP Perth and is being provided by Perth and Kinross Advocacy Service. Under the Mental Health Care and Treatment (Scotland) Act 2003, there is a statutory right of access to independent advocacy for anyone with a mental disorder. The 2008 HM Chief Inspector for Prisons report on mental health indicated that as many as 70% of prisoners may have some form of mental problem. It was deemed that such a service could be of benefit to some prisoners in HMP Perth.

### RECOVERY JOURNEY

HMP Perth in partnership with NHS Tayside won an Offender Management Award at the Tayside Community Justice Authority Awards Ceremony. This was in recognition of the ongoing recovery focussed work within HMP Perth. The partnership working, collaboration and conceptual thinking ensured a positive impact and range of outcomes that have made a significant difference to the lives of offenders within the prison.

### THE OPEN ESTATE

The Open Estate is a unique facility within SPS which provides a range of opportunities for prisoners to reconnect with their families and necessary community supports (health, housing, substance misuse) and the chance to participate in employment experiences in the community prior to their liberation. It is committed to partnership working, sharing good practice and, where practical, the sharing of resources. A number of events and initiatives have been developed this year.

A Work Fair was held at the Open Estate and is supported by twenty businesses that are committed to employing ex-offenders. This event was very successful. The Open Estate regularly engages with community partners in order to maximise opportunities for prisoner learning. For example, community volunteers have recently provided prisoners with classes in fly tying/fishing and guitar lessons and it is the first prison to become an examination centre for the Royal Yachting Association for operating a range of sea-going vessels. The Open Estate is currently involved in discussions with Victim Support Scotland to enable prisoners to undertake voluntary tasks in the community as a form of reparation.

Every prisoner leaving the Open Estate and claiming Jobseeker's Allowance is immediately referred for specialist support. To maximise successful outcomes for prisoners, the Open Estate has recently entered into discussion on a partnership with Harmony/Triage who will undertake to work with offenders three months prior to their release date. This will involve such things as CV preparation, diagnostic testing, use of a Job Ready status tool, interviewing and presentation skills and job search techniques. A basic skills analysis, if required, will identify literacy or numeracy issues. Personal action plans will be developed for each participating prisoner and the aim of Harmony/Triage is for 45% of prisoners to have secured employment and sustain this for a minimum of 26 weeks by the end of their two year Work Programme. It is also anticipated that 20% of prisoners will have secured permanent employment within six months of liberation.

# PRIORITY 1 CONT.

## PROVIDING EFFECTIVE THROUGH-CARE SERVICES TO SHORT-TERM PRISONERS

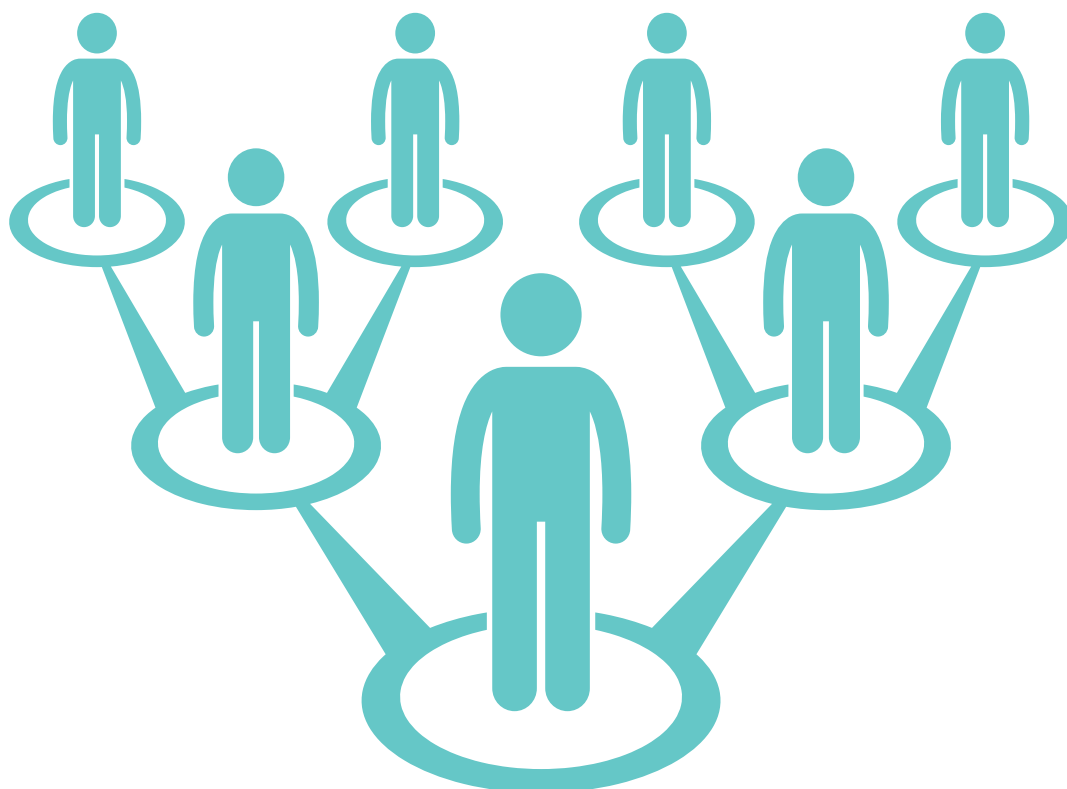
The Open Estate is also discussing entering into a pilot with Momentum Skills which, if it goes ahead, would see selected prisoners referred directly to the Work Choice programme. This is delivered by Momentum Skills and the Shaw Trust and is specifically for those adults with a disability or are classed as disadvantaged.

Meetings take place on a regular basis between the Open Estate and the Tayside Local Authorities in order to share work opportunities for prisoners eligible for work placements and offenders in the community who are subject to Community Payback Orders. In 2014-15, this included shared placements at garden nurseries and community regeneration work.

The LifeWorks service ran an intensive five day course to help prisoners who are armed forces veterans return to employment. It is organised by veterans and a dedicated phone line is available to provide follow up support. Those attending have provided very positive feedback and further courses are hoped to take place in the future.

Under the National reform of Community Justice, the Scottish Prison Service will continue to engage with partners at a national and local level. SPS will do this in a way that balances constructive engagement to support local working, with coherent delivery of its national obligations and objectives. Furthermore, SPS are currently involved in developing the national strategy and performance arrangements and are part of the national transitions group. They are also undertaking a mapping exercise of partnerships in an attempt to understand more explicitly the potential impact of reform and they are reviewing the availability of data to inform strategic intelligence assessments and local priority setting for inclusion within local community justice plans.

The SPS remains committed to the provision of a Community Justice Authority Liaison Manager as a direct conduit between the SPS centre and the Tayside Community Justice Authority, the local prison and partners. This provides a focal point of contact to deal with issues as they arise and the Liaison Manager will become fully involved in the transition process within the Tayside area.



# PRIORITY 2

## DELIVERING BETTER OUTCOMES FOR FEMALE OFFENDERS

In 2012, the Commission on Women Offenders Report (the ‘Commission’s Report’) made a number of recommendations to ‘improve outcomes for women in the justice system’. Three of these related to establishing local community justice centres, where multi-disciplinary teams from a range of agencies would co-locate and co-ordinate holistic support.

In 2012, the Commission on Women Offenders Report (the ‘Commission’s Report’), colloquially known as the Angiolini Report, made a number of recommendations to ‘improve outcomes for women in the justice system’. Three of these related to establishing local community justice centres, where multi-disciplinary teams from a range of agencies would co-locate and co-ordinate holistic support.

As part of the response to these recommendations, the Scottish Government allocated just over £3m of time-limited funding in 2013/14 and 2014/15 to sixteen projects proposed by local criminal justice partners across Scotland to develop, extend or restructure their delivery of support to women offenders. Partners were expected to sustain these changes themselves beyond the expiry of the funding in March 2015 through a reconfiguration of existing resources.

The Scottish Government evaluation examined how these services were implemented and to what extent they contributed towards positive outcomes for women. The Dundee Women’s Team (already in existence) and the Angus Glen Isla Project (created as part of the pilot) were both part of the national pilot.

In Dundee the additional Scottish Government funding was used to further enhance the well-established multi-disciplinary Women’s Team to add extra resources in Health and Welfare Rights, the co-ordination of early interventions and the development of co-located and community based services. This team offers support, supervision and interventions for women at all stages in the criminal justice system and delivers holistic support through outreach, group work and one to one support.

The additional funding was used in Angus to establish the Glen Isla Project, a new Criminal Justice Social Work (CJSW) team for women and to deliver services from premises outwith CJSW on an outreach basis.

This team supports and supervises women who are subject to court orders or returning to the community following a custodial sentence or period of remand.

The Scottish Government research found that the Women’s Community Justice Services were most successful in assisting women to stabilise their lives, promote their confidence and increase their motivation to change, and help women to address their immediate practical and emotional needs. The holistic approach of Women’s Community Justice Services offered a genuinely enhanced service as an alternative to traditional Criminal Justice Social Work supervision for women. This was made possible by practitioners working with women as individuals who have strengths, needs and aspirations. It was also instrumental in enabling Criminal Justice Social Work, partner agencies and practitioners to think ‘out of the box’ and try new and flexible ways of working.

Drop-in services provide a means for women to access holistic support and to reduce the barriers for women in accessing support and was considered good practice in the Report. Both the Dundee and Angus Women’s Centres were highlighted in the report as having the drop-in facility which allows for voluntary engagement, an opportunity to connect with other women and workers, undertake low pressure, non-prescriptive activities and gain access to multi-disciplinary support from practitioners.

Beyond Trauma in Dundee is an example of a voluntary attendance group for women that has achieved success. Feedback from one of the attendees said she found it “helpful” and the exercises taught her “life skills and ways of coping”, skills that she “would not have known about other than attending and taking part in the group”.

# PRIORITY 2 CONT.

## DELIVERING BETTER OUTCOMES FOR FEMALE OFFENDERS

The Government evaluation highlighted the inclusion of a Welfare Rights Officer in the Dundee team as 'considerably enhancing the support for women'. Dundee practitioners believed it made a 'huge difference' in addressing a previously unmet need among women. The Welfare Rights Officer is better equipped to navigate the complex benefits system than Criminal Justice Social Work practitioners due to their knowledge of the area. They can act as advocates at appeals and tribunals and work with the women to access backdated money, emergency grants and provide practical support and advice to claim the right benefit and avoid overpayments.

In Dundee, mentoring provided a credible option for the Sheriff Court when considering options to promote women's compliance with community sentences. It was seen to be effective in proactively reaching out to women in their own communities, helping them to access their own capacity and engage with other relevant services. All staff in the team received additional training in mental health and trauma. As a result of the range of new services provided, the proportion of Court Reports resulting in a custodial sentence reduced from 15% in 2011-12 to 9% in 2014-15. Conversely, the proportion of women successfully completing a Community Payback Order increased from 40% to 78% during the same period.

One of the main functions of Women's Community Justice Services is to support women to get involved with other services and this was achieved by working across organisational boundaries i.e. colocated multi-disciplinary professionals, direct referrals and helping women to improve their confidence, communication and self-presentation skills to enable them to access services independently.

Theatre Nemo, (a community theatre) and drama therapy workshops were initiatives piloted in Dundee and took place at the Glen Isla project. They were used as an important part in a woman's journey to a crime-free life that focused on improved self-awareness and confidence, communication skills and a positive sense of self, and included a thirty minute performance from the women with the Theatre Nemo workshop. The feedback was very positive from the women involved and one participant attended a job

interview following a workshop session and was successful. There are also women on individual unpaid work placements and at the moment in Dundee there are twelve placements. Two of these women were given part time employment, while other clients stayed on as volunteers once they completed their placements.

Nationally, the Women's Community Justice Services that had at least one full or part-time health professional in the team, such as a community mental health or psychiatric nurse, occupational therapist, psychologist, or addictions worker were also seen as good practice. Both the Dundee and Glen Isla Projects were mentioned in the Report in this regard. The inclusion of a health professional was seen as a means to reduce the barriers to women's engagement with health services as they are generally a 'hard to reach' group.

In some cases in the Glen Isla Project, regular meetings with the team nurse were agreed as part of a woman's high tariff sentence. The team nurses in Dundee and the Glen Isla Project had the flexibility to do home visits and they also delivered Naloxone training to staff, women and their families. In addition, nurses co-located in the Glen Isla Project's multi-disciplinary teams were able to complete preparatory work like assessments or inductions on behalf of community addictions services in Women's Community Justice Services. This allowed for some women to be placed on a methadone prescription within two weeks instead of the six weeks to two months that it would normally take using traditional routes.

The Scottish Government evaluation highlighted the effective use of statutory compliance in the Angus Glen Isla Project to engage women in Women's Community Justice Services. Glen Isla operates under a 'zero tolerance' scheme to non-compliance by using 'meaningful breaches' for women, including many on high tariff structured deferred sentences. Women with higher needs/risk typically received a high tariff structured deferred sentence (60% compared to 0-5% in any other Women's Community Justice Services) to allow 3-6 months for initial assessment and intensive support, which will later be reviewed and may change to a lower tariff, Community Payback Order or admonishment.

# PRIORITY 2 CONT.

## DELIVERING BETTER OUTCOMES FOR FEMALE OFFENDERS

The use of Rapid Reports were introduced with support of The Police and Sheriff to inform on each woman's progress and proposed action. This was critical to the approach, as was the Sheriff speaking directly with the women. In addition this also allowed for improved engagement with women who were 'previously cycling through courts'. Evidence shows that disengagement was higher among women who attended voluntarily relative to those who attended on a statutory basis.

The Government report indicated that there were potential gaps in service provision across the sixteen pilot centres that may be considered in future initiatives, including developing more purposeful or rewarding activities for women at an earlier stage, creating women's links in the community, helping women to cope with the loss of children (into care) and support them in regaining or maintaining custody (where appropriate), and also support them when leaving short-term prison sentences (throughcare).

In Dundee, efforts to develop early interventions through a formal Early and Effective Intervention (EEI) scheme and the expansion of Diversion from Prosecution were dependent upon the Crown Office. The service is continuing to liaise with the Crown Office Procurator Fiscal Service (COPFS) in this regard, with a view to ensuring appropriate women are targeted and referred for support before their offending behaviour escalates. In order to sustain service provision a hub was developed involving a range of co-located services, such as financial inclusion, literacy and numeracy, being available as part of statutory supervision or on a voluntary basis. Some core funding has been prioritised to ensure a Tayside NHS nurse continues to be based with the team.

In the future, practitioners hope to develop Women's Community Justice Services' reputation and credibility, evidence their effectiveness and ensure sustainability. However, this will be within capacity constraints and the unpredictable and resource-intensive nature of female caseloads and flexible service delivery. National Standards were suggested in the research as a way of ensuring women receive a consistent quality of service wherever they live in Scotland.

Although the Scottish Government Pilot ended on 31 March 2014, the projects in Dundee and Angus continue to make positive contributions to helping women offenders stabilise their lives, address risk factors and increase protective factors, facilitate change through the promotion of self-esteem, confidence and motivation, and help women to address their immediate and emotional needs.

Perth and Kinross established a One-Stop Women's Learning Centre (OWLS) in February 2013 in response to the 'Commission's Report' but this was not one of the Government's sixteen projects. It was set up in consultation with NHS Tayside and Perth and Kinross Drug and Alcohol, Housing and Criminal Justice Services who formed the core group for service design and development. The service was planned around women convicted of offences and although the aim was to integrate women into their local communities, it was the women themselves who expressed the preference for a centralised service as they wanted anonymity and to not feel stigmatised because of their offending. The service was initially focussed on women subject to a Community Payback Order, those who had served a short-term prison sentence and those subject to a Supervision Licence after release from custody.

A lot of good work has taken place since the inception of OWLS, providing both individual appointments with services and group work to the women involved. All the women who have been eligible to attend OWLS have done so on a voluntary basis. The activities have involved a broad range of services that have creatively utilised both their personal and professional skills in adaption their way of working to collectively meet the needs of the women. There are opportunities through group work to enhance the women's educational and vocational skills as well as their employability. This includes access to agencies in the third sector as well as further education and employment through work with the Shaw Trust and Perth College. For example, the women who attended over the winter months of 2014-2015 all completed First Aid training as this was highlighted as a need by a number of women who care for their grandchildren.

# PRIORITY 2 CONT.

## DELIVERING BETTER OUTCOMES FOR FEMALE OFFENDERS

Feedback is obtained after each group work session which is analysed and used to develop and improve the service. The feedback allows staff to modify and tailor the service ensuring the women's needs are met and they feel empowered to take control of their lives. The group sessions also provide a safe place for women to express themselves and develop new life skills.

Analysis was carried out on the offending profile of 75 women who had attended the OWLS programme. A total of 295 number of crimes were reported up to 18 months prior to entering OWLS compared to 102 crimes reported up to eighteen months after entering OWLS. This demonstrates a 65% decrease in crime. These figures relate to the total number of crimes recoded by Police Scotland against OWLS clients and not convictions. The majority of the crimes recorded could be regarded as "low level", for example shoplifting, but some were of a more serious nature for instance assault and racial hate crimes. These findings are encouraging with improved benefits not only for the women involved but also for their families and the communities. There is also scope for further potential as the service matures and develops.

### SCOTTISH GOVERNMENT (SG) PROPOSALS FOR FEMALE OFFENDERS

The Cabinet Secretary for Justice announced this year that plans for a female prison in Inverclyde would not go ahead because they did not fit with his vision of how to address female offending. He made it clear that he would like to see Scotland take a more radical and ambitious approach that would deliver a female prison estate which is more in keeping with the recommendations of the Commission on Women Offenders, chaired by Dame Eilish Angiolini QC, DBE.

Women Offenders are far less likely to be a danger to the public compared with men. The families and children of female offenders are more likely to suffer negative consequences and offend themselves if mothers are held in custody miles away from home. Links to the family and community would need to be maintained, whilst targeted work is undertaken by women to address the specific issues which are fuelling their offending behaviour such as alcohol, drugs or mental health issues.

The Scottish Government and the Scottish Prison Service (SPS) undertook a period of extensive engagement with key partners at the start of the year. A series of workshops were held around the country as part of that consultation process. They were intended to obtain views on how the approach to custody for women can be transformed so that women can be better helped to break the cycle of reoffending so they can start making a more positive contribution to society. They were particularly interested to hear all views and ideas on what some of the key aspects of the future female prison estate should look like or take into account. Tayside was involved in this consultation process.

Subsequently, in June 2015, the Cabinet Secretary announced that "a new small national prison with 80 places would be created, alongside five smaller community-based custodial units each accommodating up to 20 women across the country". These smaller community-based custodial units will provide accommodation as women serve out their sentence, with access to intensive support to help overcome issues such as alcohol, drugs, mental health and domestic abuse trauma which evidence shows can often be a driver of offending behaviour. The units will be located in areas close to the communities of female offenders so that family contact can be maintained.



# PRIORITY 3

## REDUCING THE HARM CAUSED TO COMMUNITIES BY PERSISTENT OFFENDERS

Tayside operates Tayside Intensive Support Service (TISS) projects, which exist to work with Persistent and Prolific Offenders.

From August 2012 work was undertaken to create Intensive Support Services to the Tayside Community Justice Authority (CJA). The purpose is to assist persistent offenders who are in crisis to access treatment to start the Recovery journey. In particular those who had persistent offending behaviour linked to their addiction to illegal drugs and or alcohol. A Scottish Government cost-benefit analysis indicated that for every £1 invested in this type of approach there had been a saving of £14. Part of the developing process for Tayside TISS is to determine whether similar savings could be achieved.

With this in mind, an overarching objective was agreed across Tayside CJA: "Reduce the harm caused to Communities by persistent offenders". This itself necessitated considerable structural and personnel changes internally, however, the project continued to be delivered albeit there have been several changes with senior officers who were initially involved in the project.

During 2013, the initial plan changed and Angus and Dundee areas began preparatory work in relation to delivering a similar service in these areas. As the demographic areas are all different, each of the 3 areas drew up their own set of outcomes and performance indicators.

The service starts with an approach to the offender whilst in custody prior to the first court appearance, voluntary sign up, an assessment of multiple and complex needs of the offenders in an area of soft outcomes. The service is seen as the start of the journey for a client using a problem solving approach towards stability at a period of crisis to reduce the likelihood of re-offending.

The production of evaluation reports is at varying stages across the three local authority areas. Officers continue to work with the projects to attempt to move towards a common reporting format. In the meantime, data is available which demonstrates the value of each project. The following table shows the difference that each project is making:

Local Authority Area TISS Project	Total no. known offences recorded by Police			Total no. convictions / reconvictions		
	1 year pre-engagement	1 year post-engagement <sup>1</sup>	% difference	1 year pre-engagement	1 year post-engagement	% difference
Angus (n=12)	134	77	-43%	Not enough data generated - projects have not been running long enough.		
Dundee (n=30)	302	85	-72%			
Perth & Kinross (n=45)	336	98	-71%	107	67	-37%

<sup>1</sup> - includes some clients who have only had between 6 months and 1 year period of post engagement. As a result the number of offences post-engagement may yet rise.

As can be seen from the table above, all three local area TISS projects are making a significant impact on reducing re-offending. The results must be seen in the context that the client group is particularly chaotic in comparison to other groups. As such the results are all the more significant. To provide further context, data available for the Perth and Kinross project shows that 57% of offenders who

engaged with TISS showed a reduction in the number of convictions they had compared to only 30% of those who did not engage. It can, therefore, be concluded that the TISS projects across Tayside are meeting their objectives of reducing offending and therefore reducing the harm caused to communities by persistent offenders.

# PRIORITY 3 CONT.

## REDUCING THE HARM CAUSED TO COMMUNITIES BY PERSISTENT OFFENDERS

In 2014/15 Tayside Arrest Referral Service (TARS) has worked in Partnership with Police Scotland and Criminal Justice Services to deliver the Tayside Intensive Support Service (TISS) across the three local authorities. This has resulted in an improved service to the client group of TARS. TISS has provided the TARS team with the opportunity to engage with individuals at varying stages of their offending not just in the cells at the point of crisis.

The TARS team operates across Tayside with colocation in Perth and Angus. The Dundee TARS team is located with the Action for Children Dundee Youth Housing Service. The co-location is beneficial as it improves communication and provides the opportunity for sharing knowledge and experience.

Working closely in partnership with Police Scotland and Criminal Justice to deliver the TISS service has been beneficial for all stakeholders. Information is shared on a daily basis to identify the offenders who most benefit from immediate support. Working with the offender to identify and prioritise their needs allows the team to tackle the issue that, in the view of the offender, is having the most negative impact on them leading to their offending. The team typically works with people who are offending as a result of drug or alcohol misuse and who may be motivated to seek support to combat their addiction and thereby reduce their offending.

Assessment of need is carried out using solution focused measuring tools (Outcome Star in Dundee and the Rickter Scale in Angus and Perth & Kinross) individualised service plans are constructed to meet the needs of the individual. With regular reviews progress is measured using the same tools until the outcomes are met.

Interviews are conducted within police stations or court houses as appropriate. The follow-up support is provided in the individual's home, a TISS office or any other appropriate location.

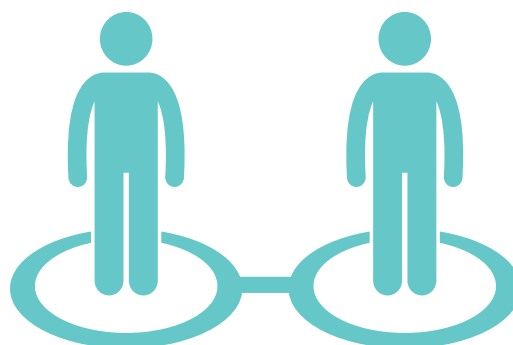
The change in role for the TARS worker is that they no longer only signpost offenders to services. With TISS the TARS worker takes more of a supporting role and ensures the individual's needs are met through engagement and accompanying individuals to ensure they access the appropriate service at the time of need.

Working with TISS provides the added value for TARS staff to engage with some individuals who would have otherwise slipped through the net. It is a small window of opportunity for TARS staff to engage in the cells at crisis point. TISS allows the TARS team to track the individual and engage following remand, a short sentence when released.

In November 2014 TARS undertook a snapshot of the time the team spent working face to face with the TISS offenders across Tayside. In November 2014 this amounted to 40% of TARS time. This figure is rising all the time as the TARS team become more embedded in the TISS delivery.

Generally, where there is no involvement with TARS after 3 months, it may be an indicator that the offender is adopting a more pro-social lifestyle.

The Alcohol and Drug Partnership (ADP) have recently reviewed all the drug and alcohol provision offered in the Dundee area. TARS is currently involved in 'a test of change' based in the Albert Street Pharmacy and The Cairn Centre. A TARS staff member is based at both venues for 2 hours per week. This has provided further opportunity for TARS workers to engage with the client group and signpost, support and engage them with the service required.



# PRIORITY 3 CONT.

## REDUCING THE HARM CAUSED TO COMMUNITIES BY PERSISTENT OFFENDERS

### TARS STATISTICAL INFORMATION - REFERRALS

Sources	Identified Contacts <sup>1</sup>	Actual Contacts <sup>2</sup>	Progressed to TARS Service <sup>3</sup>
Cells - Angus	396	314	105
Cells - Dundee	1160	821	206
Cells - Perth	429	289	174
<b>Other</b>	<b>32</b>	<b>26</b>	<b>24</b>
<b>Total</b>	<b>2017</b>	<b>1450</b>	<b>509</b>

**1 - Identified Contacts:** number of possible clients identified through custody lists

**2 - Actual Contacts:** number of clients actually engaged with in the cells

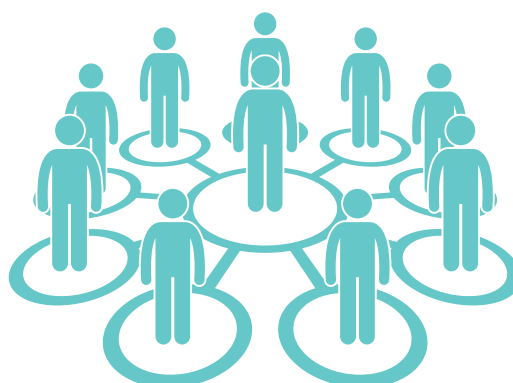
**3 - Progressed to TARS Service:** number of clients who engaged for further support or were signposted to further support

Table 1 shows that In Angus 79.2% (314) of the identified contacts were engaged, with 33.4% (105) of actual contacts progressing to the TARS service. In comparison Dundee had 70.7% (821) with 25% (206) and Perth 67.3% (289) with 60% (174) progressing to the TARS service. Due to the setup of the court and cell areas it is not always easy or appropriate to openly discuss issues with the offenders. Therefore, the difference across Tayside is more likely to be attributed to the accessibility of the offender at the time of arrest rather than differences in methodology.

The “Other” referrals engaged with had a higher success rate. TARS staff engaged with these clients through contact during the TISS work.

The “Other” clients who did not meet the criteria of the TISS service were engaged within the justice system or highlighted as in need of support by the TISS partnership. Out of the 32 identified 81% engaged with 92.3% of the 26 actual contacts progressing through the TARS service. It is evident that the partnership working with TISS has proved very effective in the take up of the TARS service.

In total Tayside wide of the 2017 identified contacts 71.8% (1450) were engaged with 35.1% (509) progressing to the TARS service.



# PRIORITY 3 CONT.

## REDUCING THE HARM CAUSED TO COMMUNITIES BY PERSISTENT OFFENDERS

### ENGAGED WITH TAYSIDE ARREST REFERRAL SERVICE

Total number of clients	Number of clients signposted	Number engaged with organisation	Number still engaged after 3 months
1450	Tayside Mentoring Service - 41	TARS = 509	Perth = 0
	Tayside Council on Alcohol - 44		Angus = 0
	Tayside Alcohol Problem Service - 2		Dundee = 0
	Information given - 1062		
	Engaged with services - 155		
	Remanded - 59		
	Sentence - 6		
	Housing - 20		
	Other - 61		

The table above reflects some of the softer outcomes achieved by TARS through referring to other agencies, providing information, guidance and advice at point of contact.

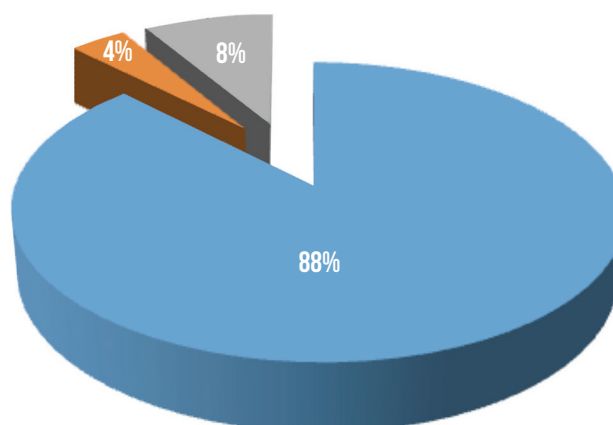
An appointment to see, or register with a GP is arranged for approximately 80% of the referrals that progress to the TARS service.

### TARS CLOSURES DURING PERIOD: 1ST JANUARY 2014 TO 31ST DECEMBER 2014

Closed with outcomes met	Closed with outcomes partly met	Closed with outcomes not met	Total
433	19	42	494

The data shows that the TARS/TISS team is working well at delivering its outcomes.

Met	88%
Not Met	8%
Partly Met	4%



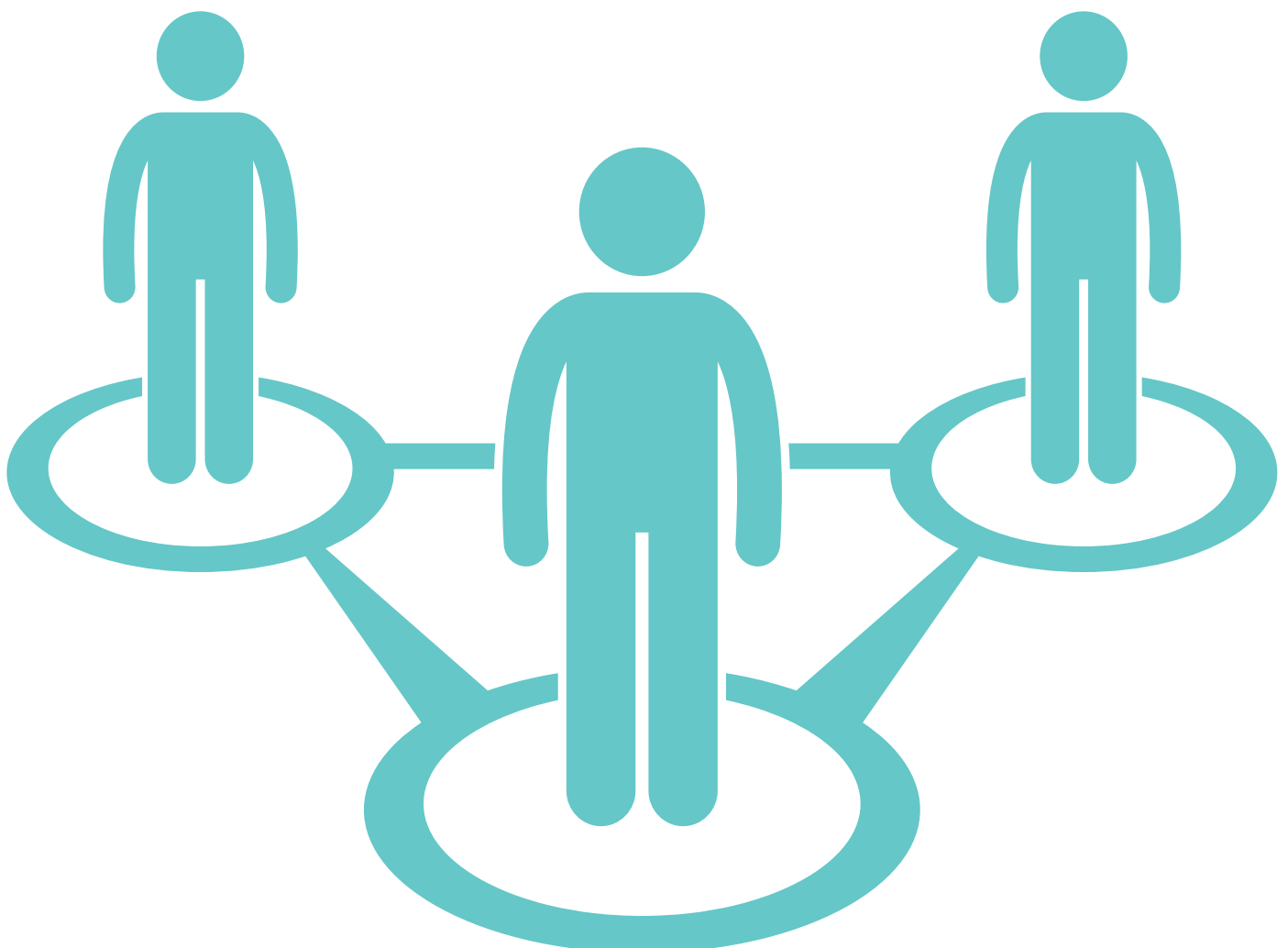
# PRIORITY 4

## DELIVERING EFFECTIVE COMMUNITY BASED DISPOSALS

Community Payback Orders (CPO's) have been available to the courts since the 1 February 2011. In Tayside, there has been a steady rise in their use and they continue to be monitored regularly and improvements are made as appropriate. Sheriffs are fully supportive and regular reports are submitted to the Tayside Community Justice Authority Board.

The needs of offenders on CPO's are monitored regularly to ensure their needs are provided for. This practice is incorporated in the CPO reporting structure internally and annual CPO reports are submitted to the government. For more information on CPO annual reports, please refer to the Tayside CJA Website, publications section at <http://www.taysidecja.com/#!/publications/cn1r>.

Dundee City Council is involved in an Alternatives to Custody Pilot which is looking at reducing the use of remand and custody. It is hoped that this will generate further improvements.



# PRIORITY 5

## MANAGING HIGH RISK OF HARM (HROH) OFFENDERS

Tayside Criminal Justice Social Work Partnership's Tay Project has implemented and now delivers the Moving Forward Making Changes (MFMC) sex offender treatment programme. This programme is a national intervention programme for sexual offenders designed for delivery by local authority Criminal Justice Social Work services and within the Scottish Prison Service.

The national roll out of a new intervention programme for the treatment of sexual offenders, Moving Forward Making Changes (MFMC), began in 2014. It replaces the Community Sex Offender Groupwork Programme (CSOGP) which was introduced in Tayside in 2006. The intervention is based on psychological therapy and is predicated on assessment of risk and the formulation of a programme of treatment for each individual. The programme has both individual and group delivery components and is a requirement of either a Community Payback Order or of post custody supervision. There is comprehensive training for the staff who facilitate the delivery of MFMC and for those staff who manage the offenders in the community.

The responsible Social Workers in each of the three local authorities have been trained in the delivery of a Case Management Pack which they progress through with the offender prior to them commencing on the actual group or on the 2:1 components of the programme.

There are Treatment Management and Quality Assurance checks embedded in the local programme delivery requirements. In addition, the Risk Management Authority (EMA) is commissioned by the Scottish Government to undertake work to support the implementation of MFMC in the community, including the provision of quality assurance and research functions.

In preparation for the roll out of MFMC in Tayside an Implementation Plan was drafted and submitted to the Scottish Government in April 2014. This was prepared in consultation with the three Tayside local authorities and with the officers of Tayside Community Justice Authority. Delivery of the programme started in May 2014. The Implementation Plan detailed local governance arrangements, the required staffing levels, qualifications and key milestones to be achieved. This included anticipated timescales for the transition from the CSOGP to MFMC.

It is of note that the Tay Project along with their partner services have attained all key milestones ahead of schedule and that Tayside was the first area in Scotland to have a full transition to the new programme.

The Tay Project currently comprises one Team Manager and five Social Workers committed full time to undertaking assessments for MFMC, the delivery of the programme and to the treatment management roles. In addition, there are two Support Workers who co-facilitate the group work components of the programme on a part time basis. These Support Workers are based in the case management teams in Angus and Dundee.

Monthly returns of the number of groups being run and the number of individuals who are in treatment on the programme are made to the Scottish Government and the RMA.

MFMC has a more broad inclusion criteria than the previous programme. For example, the age limit has lowered from 21 to 18 years and individuals with learning disabilities and personality disorders are included. The pace of intervention is also more closely aligned with individual needs and rates of progress. This has placed additional demand on both the Tay Project and each of the respective Criminal Justice Social Work services.

The current demand for assessments and for the delivery of all components of the programme is being closely monitored to ensure the Tay Project can continue to meet the requirements for the delivery of MFMC. The Tay Project Team Manager meets with Managers from all 3 authorities on a bimonthly basis specifically about MFMC. The Tay Project also run surgeries in each of the authorities for case management staff. Both of these arrangements are to ensure consultation and effective communication about MFMC across the Partnership.

# PRIORITY 5 CONT.

## MANAGING HIGH RISK OF HARM (HROH) OFFENDERS

The rapid and effective implementation of a new approach to working with high risk of harm offenders has been challenging but has been achieved to good effect in Tayside. Good planning and the collaborative efforts of the Criminal Justice Social Work teams across all three authorities, along with NHS and Police Scotland partners, will ensure that the delivery of MFMC continues to make an invaluable contribution to the Multi Agency Public Protection Arrangement (MAPPA) in Tayside.

With regard to Tayside MAPPA, a significant area of work this year was preparation for a comprehensive MAPPA Review which was carried out across Scotland during the summer of 2015. This was the first national review of MAPPA and the findings will be in the 2015-16 MAPPA Annual report next year.

The agencies continue to work well together and a number of joint training events were carried out, including training for MAPPA Meeting chairs. All cases are subject to these meetings, which facilitate information sharing and develop risk management plans. Staff regularly attended complex case events overseen by a Clinical Forensic Psychologist. These events allow staff to share experiences of difficult cases and jointly explore appropriate solutions.

Following the introduction of Police Scotland, there has been a focus on ensuring some key services are delivered consistently within all areas. In this respect, one significant development has been the national introduction of an Environmental Risk Assessment (ERA) process for the accommodation of sex offenders.

The MAPPA Co-ordinator continues to liaise with staff from the SPS and has particularly strong links with the Open Estate at HMP Castle Huntly, receiving notifications of all Registered Sex Offender's (RSO) placed there.

The MAPPA Co-ordinator links to the other Lead Officers involved in Protecting People, from Child Protection, Adult Support and Protection and Violence against Women. This ensures work to protect vulnerable individuals is appropriately coordinated, consistent and complementary. There are some natural overlaps between the work of the groups and their roles in protecting vulnerable people, in terms of working with both parents/carers and children, work with families in general,

identifying potential victims and managing the risks posed from some people to different groups.

Arrangements continue to be strengthened by the post of an NHS MAPPA Liaison Officer. This is a key post in facilitating information sharing on relevant health issues and how they link to the management of risk. As part of their role, they also co-facilitate a treatment programme for offenders with a learning disability, carried out at Craigowl Centre, Strathmartine Complex. This programme is specifically for those with a learning disability who have been convicted of an offence involving sexualised behaviour.

### STATISTICS OF NOTE

- As of 31 March 2015 there were 349 registered sex offenders in Tayside this is an increase of 16 offenders since March 2014.
- 334 (96%) of offenders across Tayside complied with their registration requirements, which is slightly lower than the 97.8% compliance rate of the previous report.
- 142 are managed jointly by Police and Social Work, this is an increase of 22 offenders from the previous report.
- 40% are on statutory supervision.
- There are 30 restricted patients managed by NHS Tayside included in this report which is an increase of 2 restricted patients since the last report.

These statistics confirm that MAPPA continues to work well across Tayside.

MAPPA will continue to be the focus for the management of certain sexual offenders and work is ongoing for the extension of these arrangements during 2015/2016 to include certain other offenders who present a risk of serious harm. This will involve substantial training for all staff and a risk assessment training programme has begun for staff who will be involved in the management of these offenders. The national MAPPA Guidance is likely to be reviewed both to accommodate these changes and any emerging themes from the national review. Where relevant to Tayside, all recommended changes will be implemented within and between the responsible authorities.

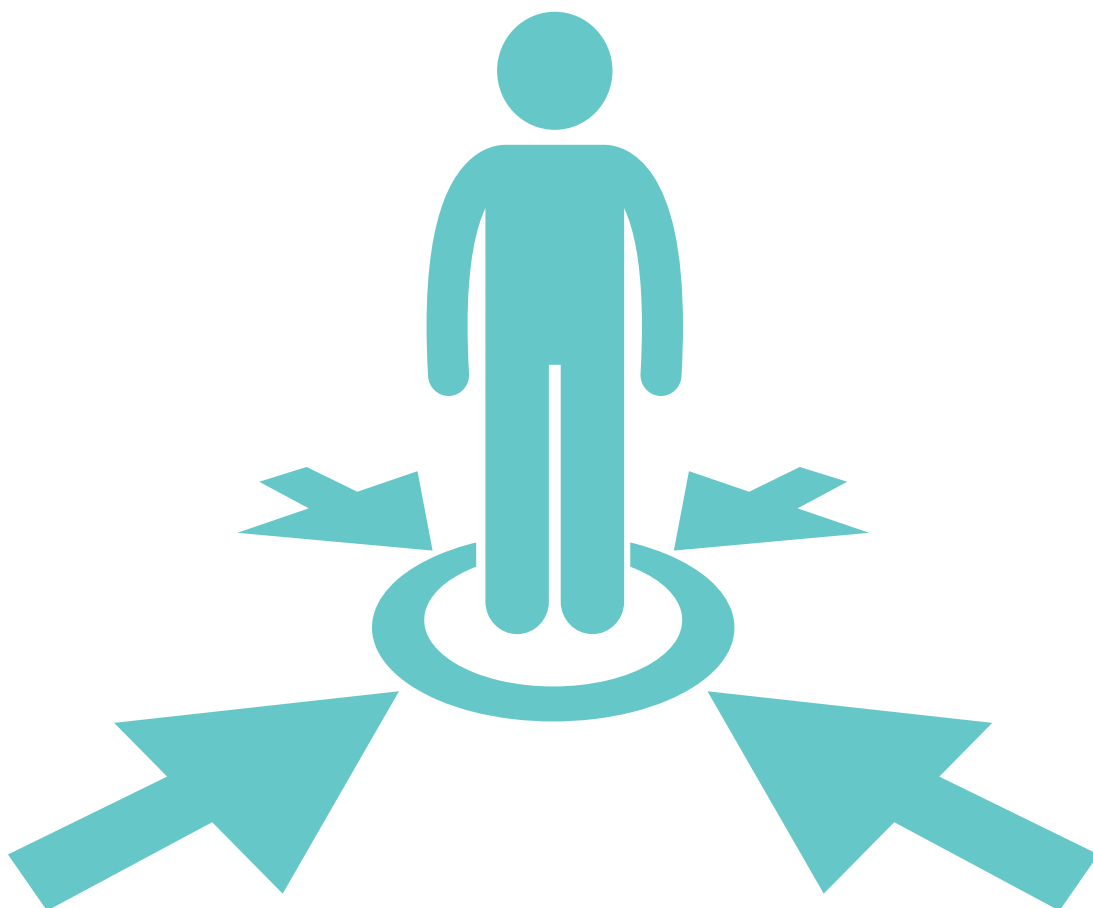
# PRIORITY 6

## ENSURING EFFICIENT AND EFFECTIVE USE OF RESOURCES

The TCJA Finance Officer attends a national Finance working group which is reworking formulae for allocating Section 27 funding which will take effect in March 2017. There may be a shadow year prior to 2017 but nothing has been agreed yet. The Finance Officer will report on this workstream at the March 2016 Board meeting. We were informed that we will be made aware of our allocation in due course. We will review this action thereafter.

In addition, the Finance Officer is involved in three workstreams in relation to the Reducing Reoffending 2 (RRP2) programme and work is ongoing in all three areas. The RRP2 programme is one of five flagship change programmes in the Justice portfolio which aims to deliver improvements in the justice system to ensure that appropriate services are available to support people to move away from a life of reoffending.

The Scottish Government Technical Advisory Group is continuing to meet and develop proposals around the new formula. It is recognised that the current formulae is not fit for purpose and this group is close to making recommendations with a report due early in 2016. There will be a shadow allocation in 2016/17 to provide councils with an idea of what they would have been working with and this will help for future prioritising to meet the needs of the service.



# PRIORITY 7

## ENSURING A SMOOTH TRANSITION TO THE NEW COMMUNITY JUSTICE STRUCTURE

The Community Justice (Scotland) Bill in May 2015, creates a new model for community justice which, from 1 April 2017, will place responsibility and accountability for community justice strategic planning and outcomes improvement on identified community justice partners working locally and on a national body called 'Community Justice Scotland'.

The eight regional Community Justice Authorities in Scotland, will be abolished on 31 March 2017. In Tayside it is assumed there will be three Community Justice Partnerships operating in the Perth & Kinross, Dundee and Angus council areas. The transition period includes a shadow year from 1 April 2016 to 31 March 2017.

The Bill was passed on 11 February 2016 and the national body will be required to develop a national strategy and performance framework. This framework must be implemented locally and the body will have powers which extend to approving local Community Planning Partnership (CPP) annual plans and monitoring and requiring improvements on performance. The first local Reducing Re-offending Improvement Plans are due to be submitted to the Government in December 2016.

Staff from the Tayside CJA have attended local and national events regarding Transition and they have conducted a number of local briefings and workshops to disseminate information as appropriate. These sessions will continue into 2016-2017. It was agreed at a local workshop held in October with all three Local Authorities present as well as some representatives from the 3rd sector, that future discussions on transition will take place via the Area Plan Implementation Group.

A Transition Plan has been developed, which describes activities during that period intended to;

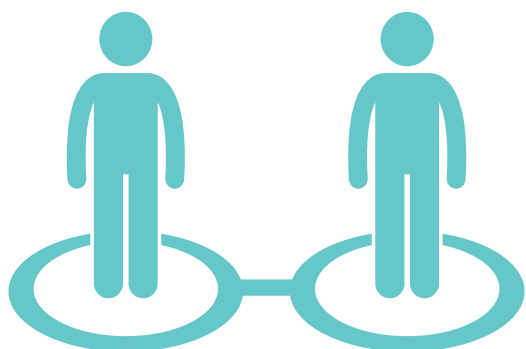
- a) ensure Tayside CJA continues to fulfil its statutory and regulatory responsibilities;
- b) assists community justice partners in understanding the role they will play in the new model;
- c) assist with the development of transition plans for 2016-17, and
- d) prepare Tayside CJA for abolition.

The Plan also identifies key risks to the Tayside CJA during the transition period, for example loss of staff, and where practical the proposed mitigation of these risks. Where necessary the Plan will be updated through consultation with key stakeholders over the course of the transition period.

The overall approach to the transition will be to maintain key business processes, for example quarterly board meetings and key partnership meetings up to March 2017. As the transition period progresses the focus of the Tayside CJA Board, the Lead Officer Group will increasingly be on preparing for and supporting the transition to the new arrangements.

Projects directly supported by, or funds from, Tayside CJA will be taken on by the appropriate agencies or cease before or by March 2017. Organisationally, Tayside CJA will support staff during the transition and manage assets and liabilities towards abolition.

All assumptions are based on maintaining the same level of grant income from Scottish Government during the transition, maintaining staffing levels, on-going engagement with community justice partners, and receiving relevant and timely guidance on transition issues from the Scottish Government.

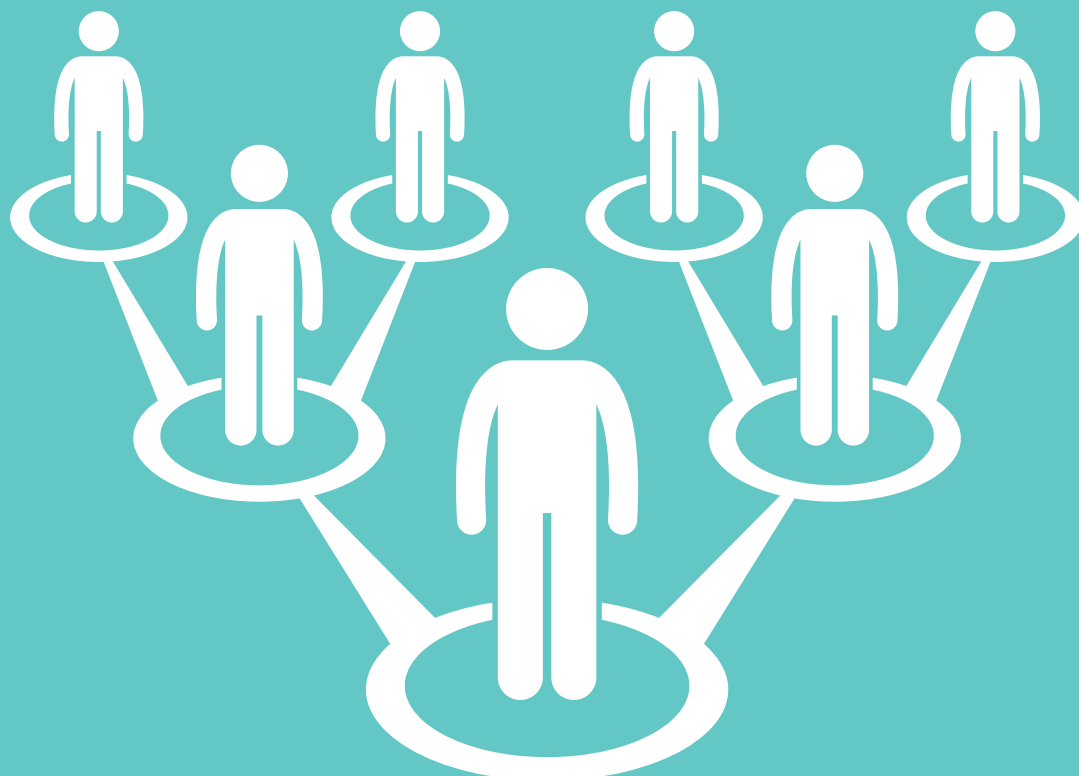


## SECTION 3

### / RECONVICTION RATES

The work that the CJA's partners carry out with offenders (such as is described in the previous section) has the primary aim of reducing their risk of reoffending. The Scottish Government uses the 1-year reconviction rate as a proxy measure of reoffending - that is, the average number of reconvictions per offender in a given annual cohort of convicted offenders, who are reconvicted within one year.

Given that offenders convicted in 2014-15 are still within the one year period it is not possible to report on the reconviction rate for 2014-15. The latest data published is for the 2012-13 offender cohort and therefore does not accurately reflect recent activities which aim to reduce reoffending. Therefore this should be taken into account when reading the information in this section.



# SECTION 3 CONT.

## / RECONVICTION RATES

### LOCAL AUTHORITY BREAKDOWN (TAYSIDE)

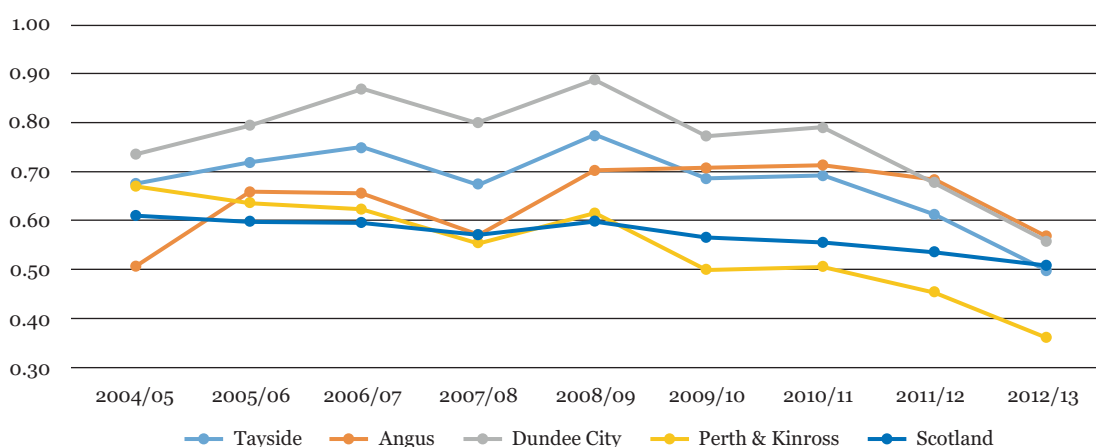
The graphs below show the progress made in each local authority area in reducing reoffending. Similar trends are observed for both the reconviction rate and the reconviction frequency rate. Over the longer term, since CJAs formed (2007-08 cohort) Tayside, and each of its three constituent local authority areas, show fluctuating increases and decreases.

The overarching trend however is a reduction in the reconviction rate. In Angus however, the long term trend shows a slight increase.

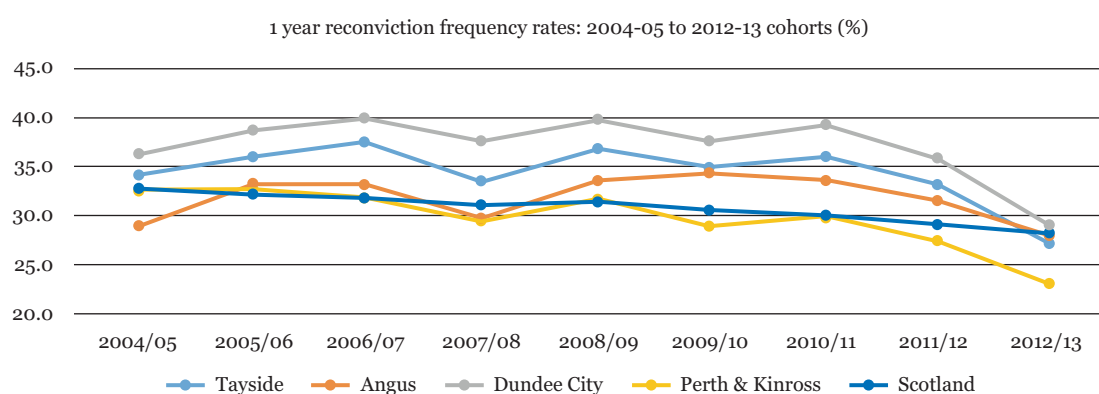
Over the last two data sets, Tayside and each of its constituent areas show reductions. The following table summarises the general trends in terms of % change.

1 year reconviction frequency rates	Since CJAs formed % change	Last 2 data sets % change
Tayside	-34.1%	-19.1%
Angus	-16.5%	-17.4%
Dundee	-36.6%	-18.7%
Perth and Kinross	-40.7%	-19.6%
Scotland	-14.5%	-4.1%

Tayside 1 year reconviction frequency rates: 2004-05 to 2012-13  
offender cohorts (no. of reoffences per offender)

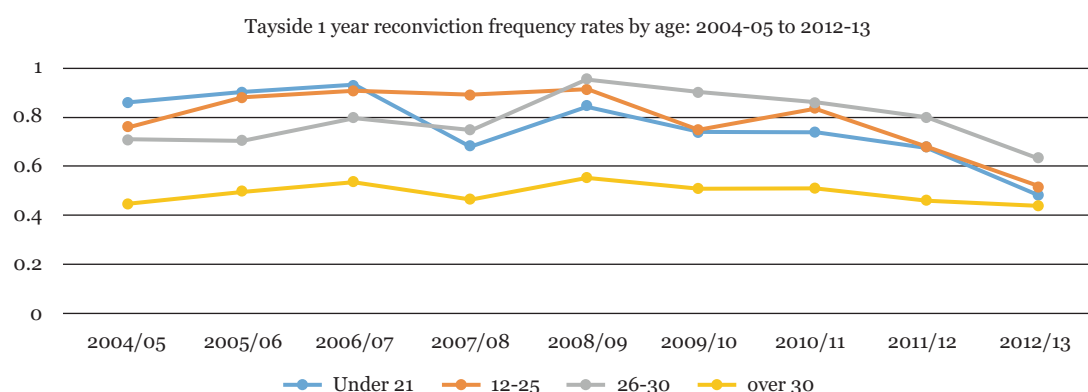


# SECTION 3 CONT. / RECONVICTION RATES



## AGE BREAKDOWN (TAYSIDE)

The graph below shows that over the time since CJAs formed (in 2007), a gradual decrease is observed across all age groups.



Over the last two data sets, Tayside shows a reduction in all age groups apart from 26-30 which has remained steady. The following table summarises the general trends in terms of % change.

Age group	Since CJAs formed % change	Last 2 data sets % change
Under 21	-0.47778	-0.30882
21-25	-42.7%	-25.0%
26-30	-22.2%	-22.2%
over 30	-20.0%	-6.4%

The data above may reflect the mentoring work currently being carried out with offenders aged 25 and under in Tayside (and across Scotland) through the delivery of mentoring PSPs. These projects commenced in 2012-13 and an evaluation was carried out in 2012-13.

One of the key findings was that the projects provide a range of activities which have a strong evidence base to protect against recidivism. Should they continue to prove successful, it is anticipated that reconviction in this age category will continue to reduce.

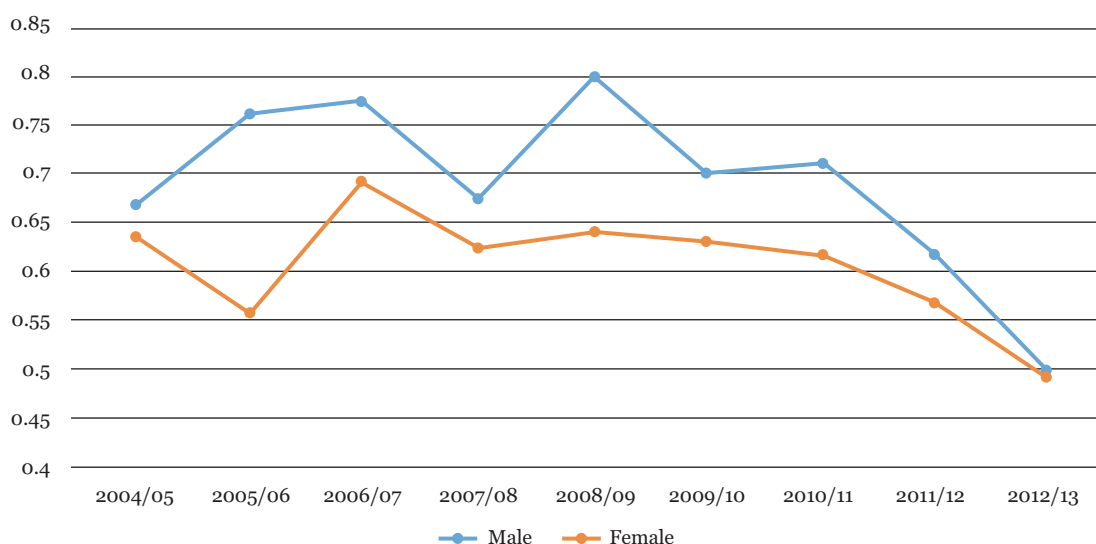
# SECTION 3 CONT. / RECONVICTION RATES

## GENDER BREAKDOWN (TAYSIDE)

The graph below shows that over the time since CJAs formed (in 2007), there has been a gradual decrease in the 1-year reconviction frequency rate for both male and female offenders. An increase is observed for the 2008-09 cohort - sizeable for males and slight for females.

Since then the rate for females has fallen gradually but consistently. The rate for males has fallen considerably. It is noteworthy that the gulf in the rate between males and females observed in the 2008-09 cohort is closing.

Tayside 1 year reconviction frequency rates by gender: 2004-05 to 2012-13



The following table summarises the general trends in terms of % change. Over the last two data sets, Tayside shows a reduction in all age categories.

Gender	Since CJAs formed % change	Last 2 data sets % change
Male	-0.35	-0.19
Female	-0.29	-0.14

The data above does not reflect the work currently being done with women offenders in Tayside (and across Scotland) through the delivery of women's justice centre projects. These projects commenced in 2013 and so far have proven successful in

creating positive changes in women's lives known to support desistance. It is therefore anticipated that reconviction rates of women offenders will continue to fall.

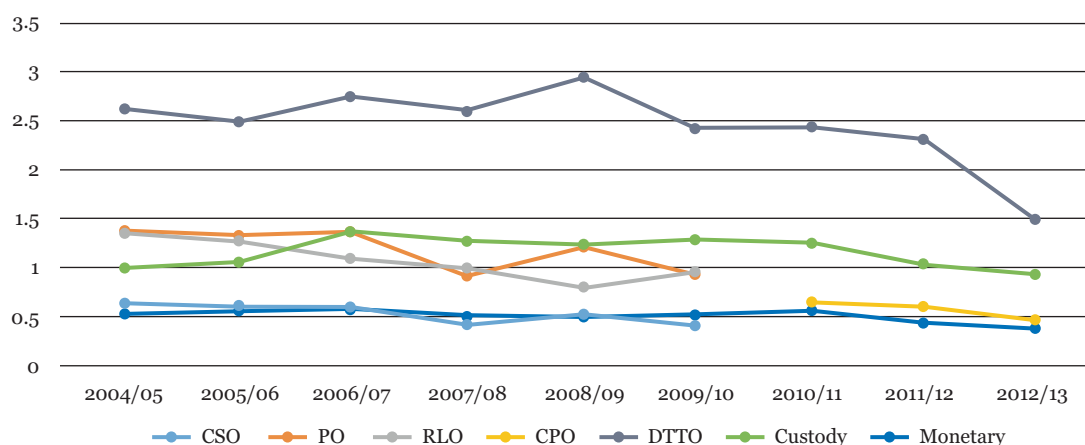
# SECTION 3 CONT. / RECONVICTION RATES

## COURT DISPOSAL BREAKDOWN (TAYSIDE)

The 2012-13 cohort represents the third cohort for which reconviction rate data is available for offenders serving Community Payback Orders (CPOs), and as can be seen a marked year on year improvement (reduction) has been achieved.

These Orders replaced Community Service Orders (CSO), Probation Orders (PO) and Restriction of Liberty Orders (RLO), and the graph below illustrates how CPOs compare with their respective trends.

Tayside 1 year reconviction frequency rates by disposal: 2004-05 to 2012-13



As expected, Drugs Treatment and Testing Orders (DTTOs) have the highest rate of reconviction – which reflects the particularly chaotic lives of typical DTTO clients - but a marked improvement can be seen across the last five data points. Trends for each category are gradual. The table below summarises the general trends in terms of percentage change.

Disposal	Since CJAs formed % change	Last 2 data sets % change
CSO	-40.6% *	Order no longer delivered
PO	-27.3% *	Order no longer delivered
RLO	-4.9% *	Order no longer delivered
CPO	-33.3% **	-28.1%
DTTO	-45.8%	-34.8%
Custody	-29.9%	-15.2%
Monetary	-39.0%	-10.0%

\* Up to 2009-10 cohort

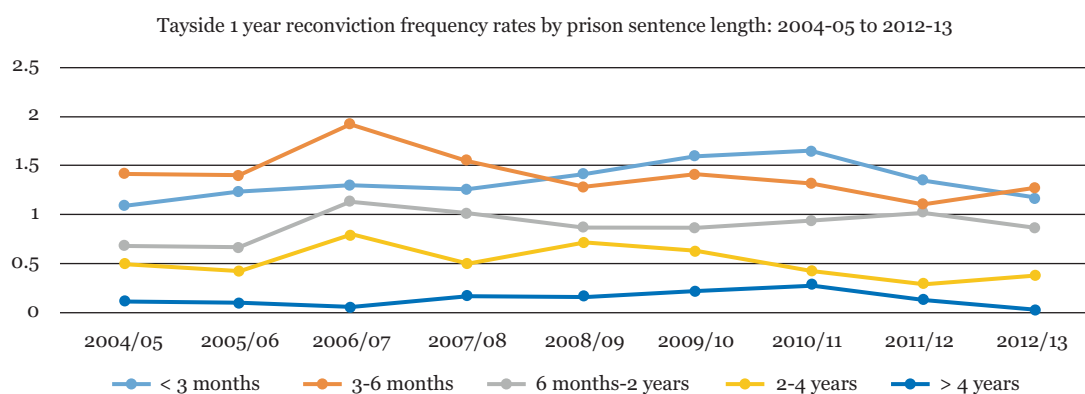
\*\* CPO delivery started with 2010-11 cohort so only last two data sets apply

# SECTION 3 CONT. / RECONVICTION RATES

## PRISON SENTENCE LENGTH BREAKDOWN (TAYSIDE)

The graph below shows the trends for each sentence length category. All categories show an overall downward trend over the longer term. Only the 3-6 months category shows an increase over the last two data sets.

A number of initiatives are underway in Tayside with regards to short-term prisoner throughcare, and this is the focus of Priority 1 in the Community Justice Authority Area Plan 2014-17.



The following table summarises the general trends for each sentence length category, in terms of % change.

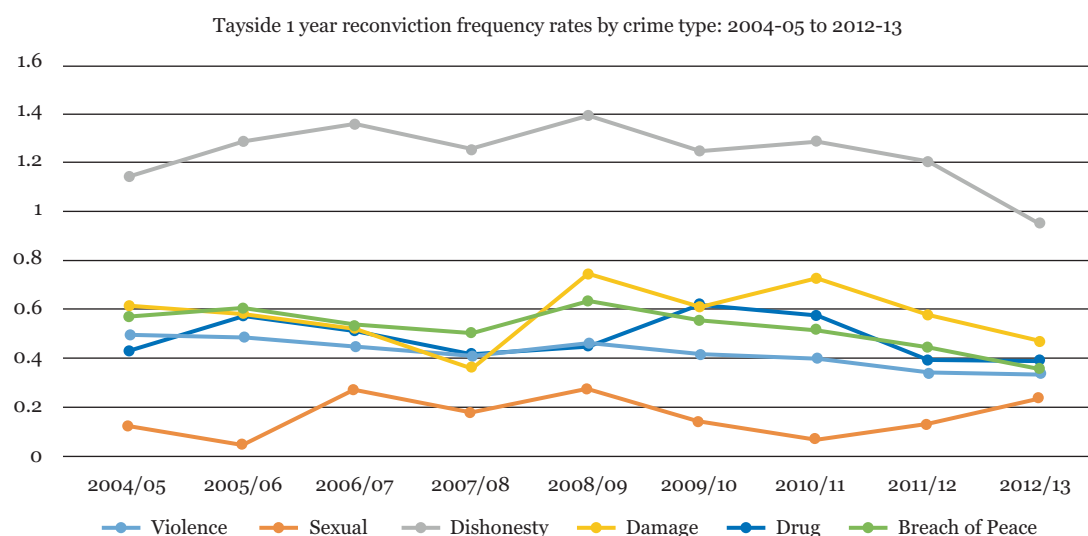
Prison sentence length	Since CJAs formed % change	Last 2 data sets % change
< 3 months	-14.8%	-18.0%
3 - 6 months	-39.8%	1.8%
6 months - 2 years	-25.2%	-23.1%
2 - 4 years	-50.0%	22.6%
> 4 years	-100.0%	-100.0%

# SECTION 3 CONT. / RECONVICTION RATES

## CRIME TYPE BREAKDOWN (TAYSIDE)

The graph below shows the reconviction frequency rate trends for key crime types. Offenders committing crimes of dishonesty

(e.g. housebreaking, theft etc) are far more likely than any others to be reconvicted - the overall trend for this type is reducing.



By far the lowest rate is the sexual crimes category, which may be a reflection of effective MAPPA arrangements in Tayside. The trend since the Community Justice Authorities came into being, is a reduction. The following table summarises the general trends for each crime type, in terms of % change.

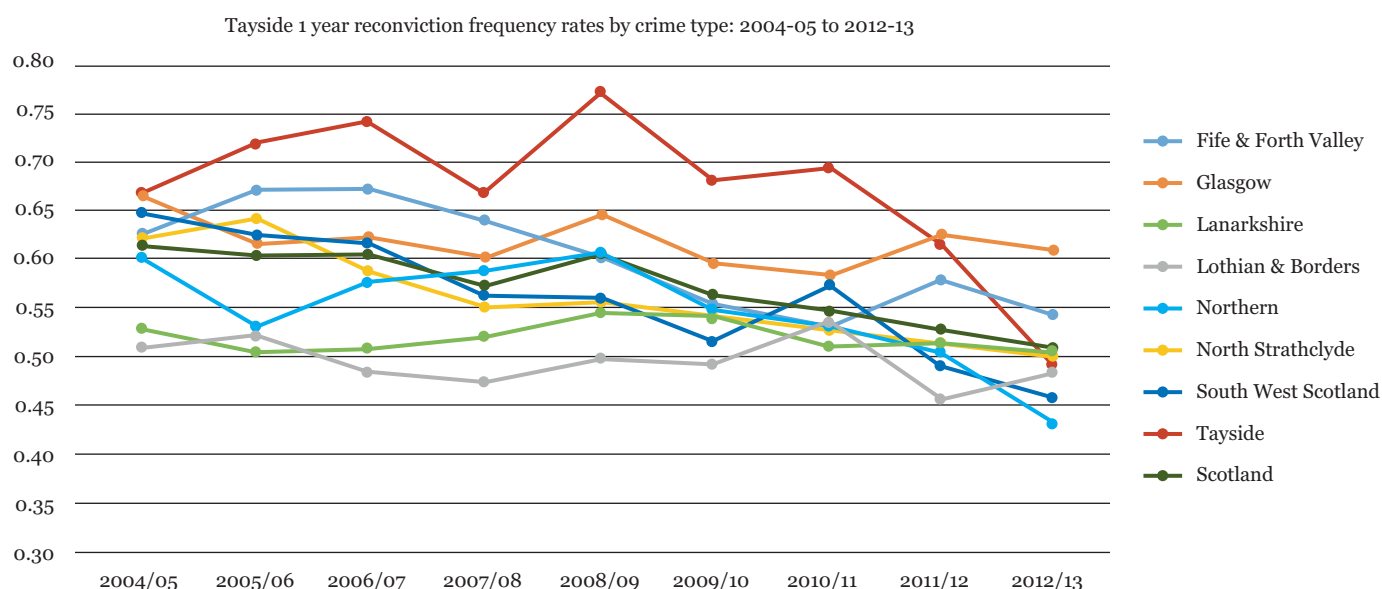
Crime type	Since CJAs formed % change	Last 2 data sets % change
Violence	-36.7%	-6.1%
Sexual	-17.9%	76.9%*
Dishonesty	-29.9%	-20.3%
Damage	-16.4%	-17.9%
Drug	-31.5%	-7.5%
Breach of Peace	-44.4%	-25.5%

\* While there has been a 76.9% increase between the last two available datasets, this is due to small numbers. The actual number of reconvictions per offender rose from 0.13 to 0.23.

# SECTION 3 CONT. / RECONVICTION RATES

## ANALYSIS OF RECONVICTION RATE AND FREQUENCY RATE BETWEEN CJA AREAS

The graph below shows the trends in the reconviction rate and reconviction frequency rate for each CJA area in Scotland, compared to the Scottish average.



Tayside is the most improved CJA area, with the number of reconvictions per offender falling by 33.3% since CJA formation. This is testament to the efforts of, and excellent partnership working between, Tayside CJA's constituent partner organisations. As the graph illustrates, Tayside is in

the highest four CJA area reconviction rates which may reflect that Dundee has a similar demographic to the other three areas. In 2012/13 however, there was an 11 point drop from the previous year from 0.61 offences per offender in 2011/12 to 0.50 offences in 2013/14 which is still below the Scottish average.

The following table summarises the general trends for each crime type, in terms of % change.

Offender cohort	% difference since CJAs came into being (2006/07 cohort)	% difference last two data sets
Fife and Forth Valley	-19.4	-5.3
Glasgow	-4.8	-3.2
Lanarkshire	0.0	2.0
Lothian and Borders	0.0	19.5
Northern	-24.1	-12.0
North Strathclyde	-15.3	-3.8
South West Scotland	-24.6	-6.1
Tayside	-33.3	-18.0
Scotland	-15.0	-3.8

# SECTION 4

## / CJA FINANCE

We receive funding from the Scottish Government for 2 purposes; firstly for the delivery of services and secondly for the Administration of the CJA.

**Service Costs:** In 2014-15 the Tayside CJA received £ 7,827,932 in 'Section 27' funding allocation (Section 27 of the Social Work (Scotland) Act 1968) from the Government. This funding comprised of £6,080,907 of 'core' funding, and £ 1,747,025 million of 'non-core' funding.

**Administration Costs:** In 2014-15 Tayside CJA received a grant allocation for administration costs of £229,400. This included CJA staff costs, Elected Member remuneration, stationery, telephones, IT support etc, and represented a 1.0% increase on the previous year's allocation.

The actual outturn was £213,000 and the underspend was largely due to the Office Manager's post being vacant for a proportion of the financial year.



# SECTION 4 CONT.

## / CJA FINANCE

### **'SECTION 27' FUNDING FOR CRIMINAL JUSTICE SOCIAL WORK SERVICES**

In 2014-15 Tayside CJA received £ 7,827,932 in 'Section 27' funding allocation (Section 27 of the Social Work (Scotland) Act 1968) from the Government. This funding comprised of £6,080,907 of 'core' funding, and £ 1,747,025 million of 'non-core' funding, all of which was allocated to the CJA's constituent local authorities. Overall this represents a reduction of £13,155 (0.2%) against the corresponding figure for 2013/14, on top of reductions of 0.8%, 2.2% and 2.0% in the 3 years prior to that. This of course places a strain on the capacity of local authority criminal justice social work services to maintain levels of service and quality and it is to their credit that levels of service and quality have been maintained. Actual expenditure was in line with the funding allocation.

In addition, Tayside CJA received funding totaling £255,962 for Services for Women Offenders in Angus and Dundee and £10,000 for Unpaid Work Opportunities at the Ryder Cup.

'Core funding' for the delivery of Criminal Justice Social Work (CJSW) Services includes, for example:

- Submitting reports to Courts and Parole Board as required.
- Managing offenders placed on Community Payback Orders (CPOs) and their associated complementary programmes.

'Non-core funding' is for the provision of 'non-core' services, such as:

- Delivering the Community Sex Offender Group work Programme (CSOGP).
- Multi-agency Public Protection Arrangements (MAPPA).
- Provision of Supported Accommodation, such as East Port House, which continues to receive very positive inspection reports from The Care Inspectorate.

The Management of Offenders etc (Scotland) Act 2005 states that the CJA Area Plan is for the purpose of "reducing reoffending by relevant persons". A 'relevant person' is an individual under supervision or a person in custody. Funding is therefore restricted to resourcing services which are provided directly to offenders.

### **FUNDING OF OTHER CRIMINAL JUSTICE SERVICES**

The S27 grant allocation to local authority CJSW services is only a small part of the overall funding that is spent on the criminal justice system. Each of our statutory partners (see Section 1) delivers services within the criminal justice system (from their own budgets) and have a statutory duty to cooperate with the CJA.

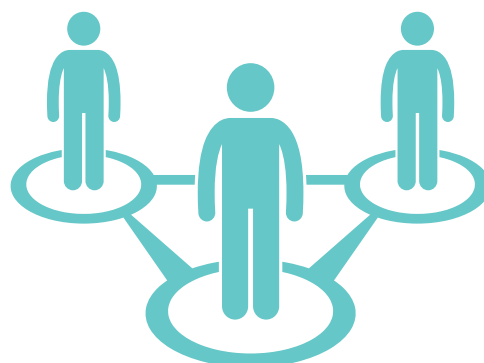
### **FUNDING FOR CJA ADMINISTRATION**

The 2014/15 the Tayside CJA Administration Grant was £229,400. This included CJA staff costs, Elected Member remuneration, stationery, telephones, IT support etc, and represented a 1.0% increase on the previous year's allocation. Throughout the financial year, the Treasurer and Chief Officer monitor the expenditure against the budget and advise the CJA and the Scottish Government of any variances.

### **FINANCIAL MONITORING**

The CJA Finance and Scrutiny Committee considers financial and performance information, in order to make recommendations to the Board on allocating funding. The CJA Elected Members receive quarterly financial monitoring reports for both the admin budget and the S27 Criminal Justice Social Work budget. Budget lines are monitored and adjusted accordingly through the course of the year to ensure that spending is in line with the available grant allocation.

External auditors carry out an annual audit of the CJA's financial statements, and also look at aspects of performance management and governance arrangements. Their report to Elected Members identifies key risks, and any actions required to address those risks, and is submitted formally to the Community Justice Authority Board.



# APPENDIX 1

## / PROGRESS IN DELIVERY OF ACTIONS FOR STRATEGIC OBJECTIVES 2014-17 (AS AT NOV 2015)

Action	Links to Priorities	Progress	Status
<b>Action 1.1</b> Review Tayside's Short-term Prisoner Protocols to ensure effective delivery of outcomes.	1	<p>The Scottish Prison Service will provide an update early in 2016.</p> <p>A lot of good work has been carried out in this area as can be seen from the body of the Annual Report.</p> <p>The short term prisoners Integrated Case Management (ICM) process is now firmly embedded within HMP Perth. All short term prisoners within Perth are allocated a personal officer who will be their support, mentor and advisor working in partnership with the respective agencies to ensure that they have the best opportunity to break the cycle of reoffending.</p> <p>NHS participated in this multi-agency work and new Short Term Prisoner holistic needs assessment paper work was developed by the group based on an assets model of supporting recovery where the prisoner identified their own needs and rated importance of change, this was implemented late summer 2014 as a pilot.</p> <p>From an NHS perspective there were two main areas for change:</p> <p>On Admission - The paper work commences in reception where the Registered Nurse assesses for immediate health needs/risks and records same on the Short Term Prisoner Project paperwork before passing to SPS to follow up any immediate actions and for the personal officer to complete the holistic needs assessment within a set time scale. This would include housing, finances, social issues, health needs etc.</p> <p>Pre Liberation - SPS would arrange a pre liberation meeting for short term prisoners that all agencies would attend or submit a report outlining follow up required in line with holistic needs assessment.</p> <p>The Head of Nursing for PHC has discussed briefly and informally with SPS the status of the project and what the next steps are. Further discussions are required with NHS on data collation on the number of referrals SPS made to NHS for specific clinics. Prior to transfer, this was available on PR2. The NHS is very keen to progress further work as they envisage it being positive from an NHS perspective, particularly with complex cases.</p> <p>Since April 2015 486 short term prisoners have been managed under the STP ICM process. 50 serving 0-3 months, 134 serving 3-6 months and 302 serving 6 months and over. A total of thirty-five offenders have disengaged from the process to date. All four local authorities are actively involved in the process which continues to evolve and improve.</p>	Ongoing into 2016
<b>Action 1.2</b> Roll out learning from HMP Perth Dundee CJSW Throughcare Pilot and other associated projects	1	<p>The four TSO's are now in place and settling into their new roles evolving and working in partnership with community agencies. Since the commencement of the Throughcare service in May, HMP Perth has assisted twenty-two liberations. Of these, twenty remain in the community still receiving a level of support depending on need. Most are telephoned on a regular basis and are slowly being encouraged to function more independently. HMP Perth continues to increase their staff and community agencies awareness of the Throughcare Support Officer role and is grateful for the support it has received in the community and beyond. The Area Procurator Fiscal is looking at associated learning from Fife to discover if good practice can be shared.</p>	Complete

# APPENDIX 1 CONT.

## / PROGRESS IN DELIVERY OF ACTIONS FOR STRATEGIC OBJECTIVES 2014-17 (AS AT NOV 2015)

Action	Links to Priorities	Progress	Status
<b>Action 2.1</b> Pilot and evaluate models of 'Women's Justice Centre' approaches.	2	The 'Women's Justice Centres' have been piloted and evaluated locally and have proven to be very successful. There has also been a national evaluation of the 16 Women's Centre pilots, of which Dundee and Angus projects featured. Locally, committee reports are regularly produced on the Centres to monitor progress.	Complete
<b>Action 2.2</b> Share/implement best practice from Women's Centre pilots locally and nationally.	2	Staff from the centres have attended National group meetings in the past and have maintained contact with relevant people from this group to network and share information and good practice across Scotland. Aberdeen have established a "problem solving court approach" which has gone live in the last few weeks and it is hoped that Tayside could learn from their experience.	Complete
<b>Action 3.1</b> Develop/Mainstream Tayside Intensive Support Service (TISS) Projects for Persistent Offenders.	3	The TISS Projects have been developed and mainstreamed into the Tayside area. They have been used as a tactical option and 2 TISS teams are in place in each of the Local Authority Areas and they are producing returns in terms of reducing offending. The teams have been getting involved with overdose cases and the work of TISS teams is increasingly evolving into Alcohol and Drug Partnership and Community Safety hubs. Currently Police Scotland are reviewing internal reporting structures, systems and processes for TISS to ensure there is continuous improvement and will advise the Tayside CJA when these changes will come into effect. The Tayside CJA have offered their services by way of assistance to Police Scotland in this regard. The contacts and reporting will remain the same until such times as the changes are made.	Complete
<b>Action 4.1</b> Monitor the performance of community-based disposals (including CPO, DTTO) to identify improvements.	4	Community-based disposals continue to be monitored on a regular basis and improvements are made as appropriate. Sheriffs are fully supportive and regular reports are submitted to the Tayside Community Justice Authority Board. Dundee City Council is involved in an Alternatives to Custody Pilot which is looking at reducing the use of remand and custody. It is hoped that this will generate further improvements.	Complete
<b>Action 4.2</b> Conduct a review to ensure the needs of offenders on CPO's are provided for.	4	The needs of offenders on CPOs are monitored regularly to ensure their needs are provided for. This practice is incorporated in the CPO reporting structure internally and annual CPO reports are submitted to the government.	Complete
<b>Action 5.1</b> Roll-out the Moving Forward: Making Changes sex offender treatment programme, integrating with MAPPA.	5	This programme has been rolled out. A paper was submitted to the TCJA Board in June 2015 reporting that the programme has been successful albeit resource intensive and has led to additional costs for mandatory training. The resilience of the programme is continuously monitored by Criminal Justice Social Work and risk management actions are reported on a monthly basis.	Complete
<b>Action 5.2</b> Contribute the national consultation on MAPPA for Violent Offenders.	5	<p>The national review has now produced a fact-checking report and the Tayside responsible Authorities contributed to this. The Tayside MAPPA Annual report for 2014-15 has been produced and marks a further year of progress and development of public protection issues in Tayside. In Tayside, arrangements also continue to be strengthened by the post of an NHS MAPPA Liaison Officer. This is a key post in facilitating information sharing on relevant health issues and how they link to the management of risk. As part of their role, they also co-facilitate a treatment programme for offenders with a learning disability, carried out at Craigowl Centre, Strathmartine Complex. This programme is specifically for those with a learning disability who have been convicted of an offence involving sexualised behaviour. Attendance on this programme is often a directive from the Court. As with previous years, the compliance rate is high. As also evidenced in previous years, reoffending rates continue to be low.</p> <p>In respect of the coming year, the following priorities have been identified - it is anticipated that MAPPA will be extended to cover certain categories of violent offenders. This will involve substantial training for all staff. The national MAPPA Guidance is likely to be reviewed both to accommodate these changes and any emerging themes from the national review and where relevant to Tayside, all recommended changes will be implemented within and between the responsible authorities.</p>	Complete

# APPENDIX 1 CONT.

## / PROGRESS IN DELIVERY OF ACTIONS FOR STRATEGIC OBJECTIVES 2014-17 (AS AT NOV 2015)

Action	Links to Priorities	Progress	Status
<b>Action 6.1</b> Review Section 27 funding allocation against recognised 'What works in Reducing Reoffending' research.	6	The Tayside CJA Finance Officer attends a national Finance working group which is reworking formulae for allocating Section 27 funding which will take effect in March 2017. There may be a shadow year prior to 2017 but nothing has been agreed yet. The Finance Officer will report on this workstream at the March 2016 Board meeting. We are informed that we will be made aware of our allocation for next year before Christmas 2015. We will review this action thereafter.	Ongoing into 2016
<b>Action 6.2</b> Implement recommendations of RRP2 funding workstream.	6	The Finance Officer is involved in 3 workstreams in relation to RRP2 –and work is ongoing in all three areas. The Technical Advisory Group is continuing to meet and develop proposals around the new formula. It is recognised that the current formula is not fit for purpose and this group is close to making recommendations with a report due early in 2016. There will be a shadow allocation in 2016/17 to provide councils with an idea of what they would have been working with and this will help for future prioritising to meet the needs of the service.	Ongoing into 2016
<b>Action 6.3</b> Review the value-for-money and sustainability of Women's Centres, TISS and local Mentoring projects.	6	Improvements continue to be made and good practice shared. Mentoring is being evaluated and progress is reported at the TCJA Board Meeting; last update provided at the September 2015 meeting. Reports on Women's Centres are regularly provided at local authority committees to look at issues of value-for money and sustainability.	Ongoing into 2016
<b>Action 7.1</b> Work with national partners to develop briefings/ workshops for CPPs.	7	A number of briefings and workshops have already taken place with more to continue into 2016.	Ongoing into 2016
<b>Action 7.2</b> Work with CPPs and Partners to agree local delivery arrangements for new structure.	7	It was agreed at the local workshop held in October with all three Local Authorities present as well as some representatives from the 3rd sector, that future discussions on transition will take place via the Area Plan Implementation Group.	Ongoing into 2016
<b>Action 8</b> Develop Children/Families PSP Pilot for families of Prisoners at HMP Perth.	1	Update to be provided from the Scottish Prison Service early in 2016.	Ongoing into 2016
<b>Action 9</b> Integrate local and national PSP mentoring projects with existing services for offenders.	1-4	The Director of Tayside Council on Alcohol attends all local and national meetings in this regard and has the overview on this and local and national PSP mentoring projects can be considered integrated with existing services for offenders.	Ongoing into 2016
<b>Action 10</b> Implement findings of Government's RRP2 workstreams as appropriate.	All priorities	Addressing this action (which spans all priorities) in the best way possible, given recommendations on this workstream have yet to be made. In many of the areas, work is still in hand by the government and national CJA's are involved with this and we will update as the situation evolves.	Ongoing into 2016

tayside  
community  
justice  
authority

involve integrate impact improve

TAYSIDE COMMUNITY JUSTICE AUTHORITY  
8 CITY SQUARE (FLOOR 2)  
DUNDEE  
DD1 3BG  
TEL: 01382 435390  
FAX: 01382 435393  
[WWW.TAYSIDECJA.COM](http://WWW.TAYSIDECJA.COM)

