

REPORT TO NORTHERN COMMUNITY JUSTICE AUTHORITY – 05/09/2014

REPORT ON THE PERFORMANCE AND MONITORING OF CRIMINAL JUSTICE SOCIAL WORK SERVICES Quarter 1, 2014/15

1 Purpose of Report

- 1.1 To provide performance and monitoring information in respect of Criminal Justice Social Work Services (CJSWS).

2 Background

The Northern Community Justice Authority Area Plan 2007 – 2008 set as a strategic priority the development of a system for monitoring the performance of local authority CJSWS. The Management of Offenders (Scotland) Act 2005 places statutory reporting duties upon Community Justice Authorities and Chief Officers requiring “local authorities to have in place...arrangements which support continuous improvement”.

- 2.1 As agreed by the Northern Community Justice Authority (NCJA) a quarterly report should be submitted to the NCJA detailing the performance of CJSWS. The following measures have been agreed:

Quarterly:

1. Average number of hours per week taken to complete the unpaid work / other activity element of orders
2. Breach rates for probation orders/CPO supervision, orders with unpaid work and no supervision and prison licences
3. Performance Information linked to Area Plan. Qualitative information on a select number of the Area Plan objectives. These may focus on specific areas e.g. violent offenders - ways to collate still to finalise

Six Monthly:

4. Promoting and raising the profile of Community Payback - due September and March
5. Performance Information linked to Annual Action Plans - ways to collate still to finalise
6. ICM and SPS performance report - ways to collate still to finalise

Annually:

7. The number of hours of unpaid work carried out by offenders in the last financial year - due September
8. The number and percentage of those organisations in receipt of unpaid work who are satisfied with this - ways to collate still to finalise
9. The percentage of sentencers' satisfied with the range and quality of disposals available for offenders in their area - ways to collate still to finalise
10. New orders in the financial year, based on annual return to Scottish Government

11. Community Payback Orders. Quantitative data as required by Scottish Government expected to be around: Volume information; Immediacy and Speed; Use of Conditions; information relating to introduction and implementation - ways to collate still to finalise
12. Examples of unpaid work carried out by individual and work party placements in the local authority - due March
13. Performance Information arising from Inspection Reports - As required

Performance Framework - Delivery Outcomes and Outputs

Outcome 1	<ul style="list-style-type: none"> ● Reducing Reoffending: 1. Percentage of offenders reaching the end of a CPO with supervision with no convictions for a further offence. Collected every 6 months but with quarter breakdown. Required for December and June meeting. ● Reducing Reoffending: 2. Did supervision help you to stop/reduce your offending . Collected every 6 months but with quarter breakdown. Required for December and June meeting.
Outcome 2	<ul style="list-style-type: none"> ● Community Safety & Public Protection: 1. The number & % of offenders completing a CPO with a supervision requirement where there is a reduction in the level of assessed risk & needs at the end compared to the beginning. Collected annually for the June meeting. ● Community Safety & Public Protection: 2. The number & % of eligible RSOs completing a relapse prevention plan on completion of a programme. Collected annually for the June meeting. ● Community Safety & Public Protection: 3. The number & % of eligible RSOs showing an improvement in their SA07 assessment at the end of a programme (compared to the beginning). Collected annually for the June meeting. ● Community Safety & Public Protection: 4. The number & % of eligible offenders showing an improvement in their assessment at the end of Constructs: PSSO (compared to the beginning). Collected annually for the June meeting. ● Community Safety & Public Protection: 5. The number & % of eligible offenders showing an improvement in their psychometric assessment at the end of the Caledonian System (compared to the beginning). Collected annually for the June meeting.
Outcome 3	<ul style="list-style-type: none"> ● Social Inclusion to Support Desistance from Offending: 1. Percentage of offenders identifying an issue and whether they felt there was an improvement. Collated six monthly and required for the December & June meetings.
Output A	<ul style="list-style-type: none"> ● Risk & Needs Assessments are completed on all offenders, identifying needs and public protection: 1. The % of LS/CMI risk & needs assessments completed within 20 working days. Collected quarterly.
Output B	<ul style="list-style-type: none"> ● Offenders attending NCJA structured/approved programmes: 1. The number & % of offenders starting/completing the Caledonian Programme. Collected annually and required for June meeting. ● Offenders attending NCJA structured/approved programmes: 2. The number & % of offenders starting/completing the Respect Programme. Collected annually and required for June meeting. ● Offenders attending NCJA structured/approved programmes: 3. The number & % of offenders starting/completing the Constructs: PSSO Programme. Collected annually and required for June meeting.

	<ul style="list-style-type: none"> Offenders attending NCJA structured/approved programmes: 4. The number & % of offenders starting/completing the JSOP Programme. Collected annually and required for June meeting.
Output C	(Where relevant) offenders received appropriate services regarding training on interpersonal & vocational skills to enhance employability. This indicator is covered by Outcome 1.
Output D	<ul style="list-style-type: none"> National Outcome & Standards (NOS) are implemented: 1. 1. Number & % of offenders starting unpaid work within 7 days (CPO's only). Collected quarterly. National Outcome & Standards (NOS) are implemented: 3. Offenders on supervision are inducted within 5 working days (CPO's only). Collected quarterly. National Outcome & Standards (NOS) are implemented: 3.2. The first scheduled supervision review is carried out in accordance with the case management plan (CPO's only). Collected quarterly.

Performance Framework - Delivery Outcomes and Outputs Continued

Output E	<ul style="list-style-type: none"> CJS staff are suitably trained: % of staff who required and were trained in the following: RM2000 & SA07; LS/CMI; Caledonian Programme; Respect programme; Constructs: PSSO; C-SOGP/Good Lives. Collected annually and required for the December meeting.
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2.3 The above information is set out in the attached report together with a commentary and explanation. It combines a mixture of volumetric and qualitative measures. There is currently no information to compare figures from previous years as many of the measures have been changed to encompass the new Community Payback Orders, i.e. in the past where we looked at Probation this now includes Probation and CPO's with supervision or where we looked at CSO's and s229's it now includes all unpaid work orders.

2.4 The Performance Report includes updates on progress in working towards the achievement of Northern CJA Area Plan Objectives as follows:

Area Plan 2014-17 Objectives
Community Sentences – Continue to support the increased use of all forms of community sentence where appropriate, such sentences to be delivered appropriately, efficiently and effectively, and ensure that custody is used for offenders who pose a significant risk to our communities
Partnership Working, Sharing Good Practice, and Performance Management – Build on existing partnership links, and develop new links as appropriate, to ensure coordination of plans/strategies to reduce re/offending, the provision of appropriate, effective, person-centred, evidence-based services, and developing outcomes-based performance management measures

3 Legal/Financial/Equality Implications

3.1 There are no legal, financial or equality implications arising from this report.

4 Recommendations

4.1 It is recommended that Members consider the proposals and management actions to improve performance.

Bill Alexander

Director of Care & Learning - Highland Council

Report prepared by: James Maybee, Principal Officer (Highland) and Shirley MacDonald, Research & Information Officer (Highland)

Date: 5th September 2014

Quarterly PI: Average number of hours per week taken to complete the unpaid work / other activity

	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Authority figures for last 4 Quarters & NCJA total trend
Shire	2.83	3.00	3.32	3.45	
Aberdeen	2.54	3.02	2.82	3.38	
Eilean Siar	7.14	6.70	7.30	5.27	
Highland	4.24	3.49	3.65	3.80	
Moray	4.35	3.71	3.01	3.84	
Orkney	6.65	3.96	4.23	6.47	
Shetland	5.73	5.66	4.58	5.34	
NCJA	3.18	3.28	3.06	3.70	

Trend & Management Action (significant comments only)

None

Commentary: there is no recommendation as to the optimum average number of hours per week taken to complete unpaid work orders order, although research has indicated that the shorter the time taken to complete an order (i.e. the more hours worked per week), the more effective it is in reducing repeat offending. This should be balanced with the understanding that because of the needs and abilities of some clients, it may be inappropriate to work though the order too quickly.

Note: This measure traditionally looked at CSO's and Probation 229's but with the introduction of CPO's, CPO's with unpaid work/other activities have been included. Please note that different types of orders have different time spans for completion (e.g. level one CPO has 3 months while the equivalent CSO has 1 year) but this is not a measure of whether the orders were completed in time but rather how quickly.

Quarterly PI: Breach rates for probation orders/CPO supervision, orders with unpaid work and no supervision and prison licences

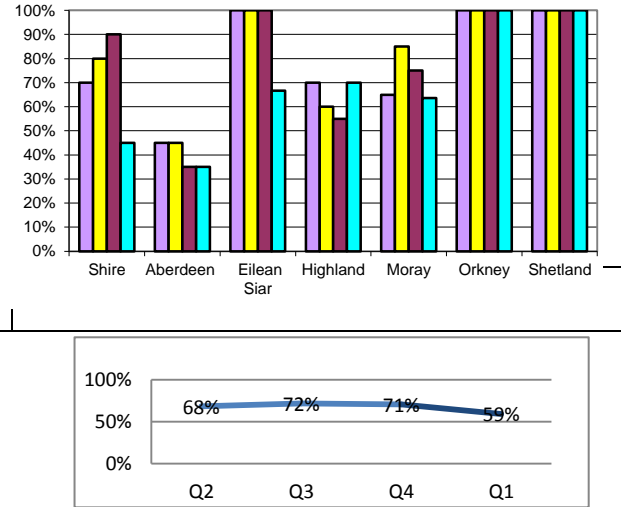
Q1 14/15	Probation/CPO supervision	CSO/CPO with unpaid work only	Prison licences	Authority figures in Q1 14/15
Shire	3% (13/381)	12% (29/236)	2% (1/41)	
Aberdeen	8% (59/718)	18% (63/354)	9% (8/87)	
Eilean Siar	0% (0/59)	0% (0/9)	0% (0/8)	
Highland	7% (21/298)	10% (18/189)	0% (0/27)	
Moray	10% (19/183)	11% (18/158)	0% (0/5)	
Orkney	3% (1/35)	0% (0/23)	0% (0/4)	
Shetland	3% (1/38)	0% (0/11)	0% (0/4)	
NCJA	6.66%	13.06%	5.11%	

Trend & Management Action (significant comments)

None

Commentary: The main limitation of this data in respect of performance measurement is that offender compliance is somewhat out of local authority's control. Every effort is made, however, to appropriately engage with individuals, whilst meeting National Standards and ensuring a consistent application of standards.

Output A – Risks & Needs Assessments are Completed within 20 Days

	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Authority figures for last 4 Quarters & NCJA total trend
Shire	70% (14/20)	80% (9/20)	90% (18/20)	45% (9/20)	
Aberdeen	45% (9/20)	45% (9/20)	35% (7/20)	35% (7/20)	
Eilean Siar	100% (2/2)	100% (4/4)	100% (2/2)	67% (2/3)	
Highland	70% (14/20)	60% (12/20)	55% (11/20)	70% (14/20)	
Moray	65% (13/20)	85% (17/20)	75% (15/20)	64% (7/11)	
Orkney	100% (3/3)	100% (6/6)	100% (8/8)	100% (5/5)	
Shetland	100% (10/10)	100% (3/3)	100% (9/9)	100% (7/7)	
NCJA	68%	72%	71%	59%	

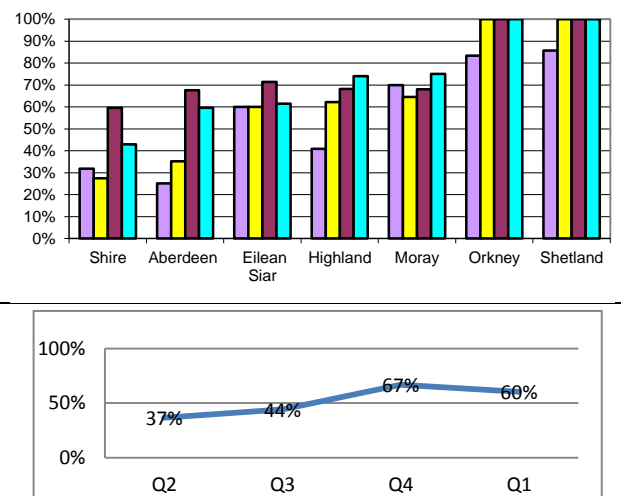
Trend & Management Action (significant comments only)

None

Commentary: This indicator refers to the percentage of CPO with supervision which became 20 working days old in the quarter and had a full risk & needs assessment (not the screening document completed at the CJSWR stage) and management plan completed in LS/CMI. Resources will not allow for every CPO with supervision to undergo quality assurance and a target of randomly selecting 20 case files for audit in a quarter has been set (all if less than 20 applicable for smaller authorities).

Output D - National Outcome & Standards (NOS) are implemented

Percentage of offenders starting unpaid work within 7 working days (CPO only)

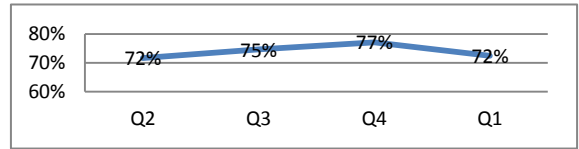
	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Authority figures for last 4 Quarters & NCJA total trend
Shire	32% (35/110)	28% (30/109)	60% (68/114)	43% (61/142)	
Aberdeen	25% (43/171)	35% (81/230)	68% (163/241)	60% (165/277)	
Eilean Siar	60% (3/5)	60% (6/10)	71% (5/7)	62% (8/13)	
Highland	41% (38/93)	62% (66/106)	68% (86/126)	74% (74/100)	
Moray	70% (28/40)	65% (20/31)	68% (34/50)	75% (33/44)	
Orkney	83% (5/6)	100% (12/12)	100% (6/6)	100% (10/10)	
Shetland	86% (6/7)	100% (10/10)	100% (5/5)	100% (8/8)	
NCJA	37%	44%	67%	60%	

Trend & Management Action (significant comments only)

Commentary: This indicator provides some measure of efficiency of the service. It is adversely affected by the non-attendance of offenders at the scheduled appointments (the difference between a placement being available and the offender starting work). It can also be affected by late notification of orders from the Courts. With the future development of unit returns it is hoped to be able to analysis reasons why the offender did not start on time.

Offenders on CPO supervision are inducted within 5 working days

	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Authority figures for last 4 Quarters & NCJA total trend
Shire	87% (55/63)	37% (19/52)	38% (21/56)	69% (43/62)	
Aberdeen	58% (67/116)	83% (100/121)	94% (106/113)	71% (87/122)	
Eilean Siar	100% (5/5)	100% (7/7)	100% (4/4)	100% (9/9)	
Highland	70% (39/56)	80% (63/79)	65% (31/48)	59% (34/58)	
Moray	100% (13/13)	78% (28/36)	89% (34/38)	96% (22/23)	
Orkney	100% (3/3)	100% (6/6)	100% (8/8)	100% (5/5)	
Shetland	100% (5/5)	100% (6/6)	100% (8/8)	100% (7/7)	
NCJA	72%	75%	77%	72%	

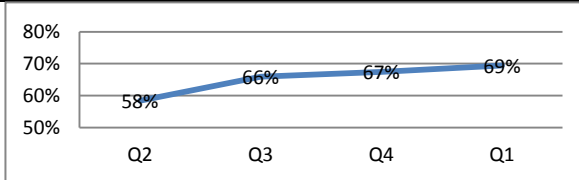


Trend & Management Action (significant comments only)

Commentary: This indicator provides some measure of efficiency of the service. It is adversely affected by the non-attendance of offenders at the scheduled appointments. It can also be affected by late notification of orders from the Courts. With the future development of unit returns it is hoped to be able to analysis reasons why the offender was not seen on time.

The first scheduled supervision review is carried out by the case manager in accordance with the case management plan (CPO with supervision only)

	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Authority figures for last 4 Quarters & NCJA total trend
Shire	90% (18/20)	70% (14/20)	95% (19/20)	95% (19/20)	
Aberdeen	43% (13/30)	50% (10/20)	55% (11/20)	55% (11/20)	
Eilean Siar	50% (1/2)	50% (2/4)	50% (1/2)	33% (1/3)	
Highland	50% (8/16)	72% (13/18)	71% (10/14)	33% (2/6)	
Moray	32% (6/19)	70% (14/20)	50% (10/20)	55% (6/11)	
Orkney	100% (4/4)	100% (3/3)	83% (5/6)	100% (5/5)	
Shetland	90% (9/10)	67% (2/3)	60% (6/10)	86% (6/7)	
NCJA	58%	66%	67%	69%	



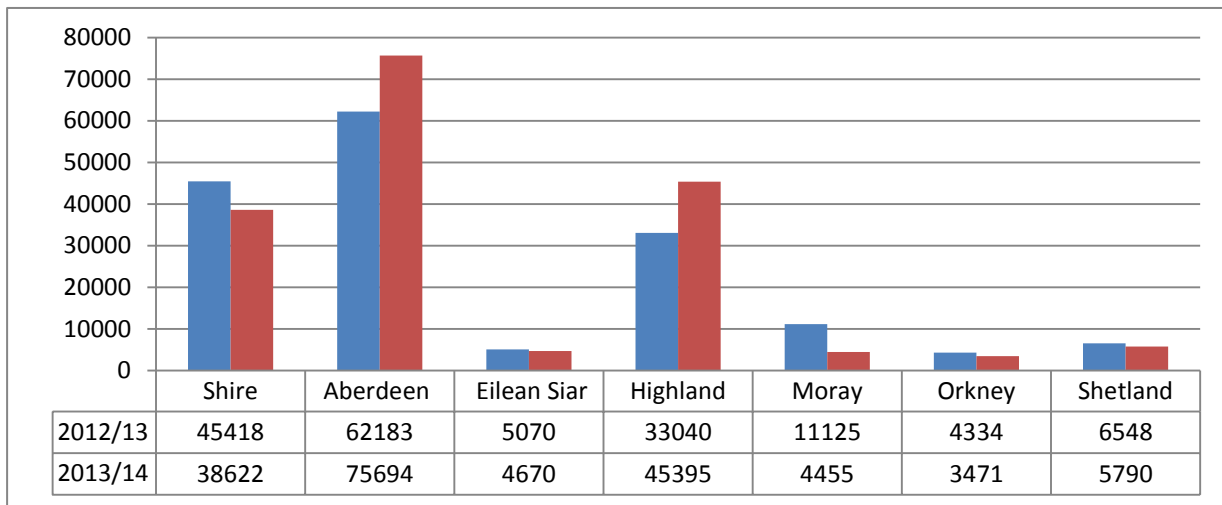
Trend & Management Action (significant comments only)

Commentary: NOS states that the level of contact to support the achievement of outcomes, which is determined by the level of risk & needs, should be recorded in the case management plan and, therefore, the frequency of review will vary according to whether it is a very high, high, medium or low level of intensity required.

New CPO Requirements		Shire	Aberdeen	Eilean Siar	Highland	Moray	Orkney	Shetland	NCJA
Total Number of Requirements	Q2	211	392	17	208	74	10	12	924
	Q3	190	410	22	268	94	54	18	1056
	Q4	195	405	15	211	95	28	19	968
	Q1	229	431	24	217	75	15	14	1005
	Σ	825	1638	78	904	338	107	63	3953
Supervision requirements	Q2	68	137	5	62	22	4	5	303
	Q3	58	131	7	84	39	28	6	353
	Q4	65	131	4	50	38	9	12	309
	Q1	64	124	9	64	28	5	5	299
	Σ	255 (31%)	523 (32%)	25 (32%)	260 (29%)	127 (38%)	46 (43%)	28 (44%)	1264 (32%)
Level 1 unpaid work/other activity	Q2	66	103	2	59	27	3	4	264
	Q3	69	143	4	67	24	8	6	321
	Q4	58	150	3	69	52	7	1	340
	Q1	74	153	7	57	43	7	4	345
	Σ	267 (32%)	549 (34%)	16 (21%)	252 (28%)	146 (43%)	25 (23%)	15 (24%)	1270 (32%)
Level 2 unpaid work/other activity	Q2	51	112	6	52	19	3	3	246
	Q3	43	102	6	57	21	14	4	247
	Q4	52	100	4	59	0	5	4	224
	Q1	69	124	6	50	0	3	4	256
	Σ	215 (26%)	438 (27%)	22 (28%)	218 (24%)	40 (12%)	25 (23%)	15 (24%)	973 (25%)
Compensation requirements	Q2	4	7	0	4	0	0	0	15
	Q3	4	7	1	5	0	0	0	17
	Q4	2	5	1	2	2	2	0	14
	Q1	10	11	2	2	1	0	0	26
	Σ	20 (2%)	30 (2%)	4 (5%)	13 (1%)	3 (1%)	2 (2%)	0 (0%)	72 (2%)
Programme requirements	Q2	10	27	0	12	0	0	0	49
	Q3	10	26	0	25	1	1	0	63
	Q4	7	17	0	12	0	1	0	37
	Q1	7	16	0	13	0	0	0	36
	Σ	34 (4%)	86 (5%)	0 (0%)	62 (7%)	1 (0%)	2 (2%)	0 (0%)	185 (5%)
Residence requirement	Q2	0	1	0	0	0	0	0	1
	Q3	0	0	0	1	0	0	0	1
	Q4	0	0	0	0	0	0	0	0
	Q1	0	0	0	0	0	0	0	0
	Σ	0 (0%)	1 (0%)	0 (0%)	1 (0%)	0 (0%)	0 (0%)	0 (0%)	2 (0%)
Mental Health Treatment requirement	Q2	1	0	0	2	0	0	0	3
	Q3	0	0	0	1	2	0	0	3
	Q4	0	0	0	1	0	0	0	1
	Q1	1	0	0	3	0	0	0	4
	Σ	2 (0%)	0 (0%)	0 (0%)	7 (1%)	2 (1%)	0 (0%)	0 (0%)	11 (0%)
Drug Treatment requirement	Q2	0	0	0	1	0	0	0	1
	Q3	1	0	0	18	0	0	0	19
	Q4	0	0	0	2	0	0	0	2
	Q1	0	0	0	2	0	0	0	2
	Σ	1 (0%)	0 (0%)	0 (0%)	23 (3%)	0 (0%)	0 (0%)	0 (0%)	24 (1%)
Alcohol Treatment requirement	Q2	1	3	1	8	1	0	0	14
	Q3	0	1	1	10	1	0	0	13
	Q4	4	0	1	10	0	0	0	15
	Q1	0	2	0	13	1	0	0	16
	Σ	5 (1%)	6 (0%)	3 (4%)	41 (5%)	3 (1%)	0 (0%)	0 (0%)	58 (1%)

New CPO Requirements (continued)		Shire	Aberdeen	Eilean Siar	Highland	Moray	Orkney	Shetland	NCJA
Restricted movement requirements	Q2	0	0	0	0	0	0	0	0
	Q3	0	0	0	0	0	3	0	3
	Q4	0	0	0	0	0	0	0	0
	Q1	0	0	0	2	0	0	0	2
	Σ	0 (0%)	0 (0%)	0 (0%)	2 (0%)	0 (0%)	3 (3%)	0 (0%)	5 (0%)
Conduct requirement	Q2	10	2	3	8	5	0	0	28
	Q3	5	0	3	0	6	0	2	16
	Q4	7	2	2	6	3	4	2	26
	Q1	4	1	0	11	2	0	1	19
	Σ	26 (3%)	5 (0%)	8 (10%)	25 (3%)	16 (5%)	4 (4%)	5 (8%)	89 (2%)

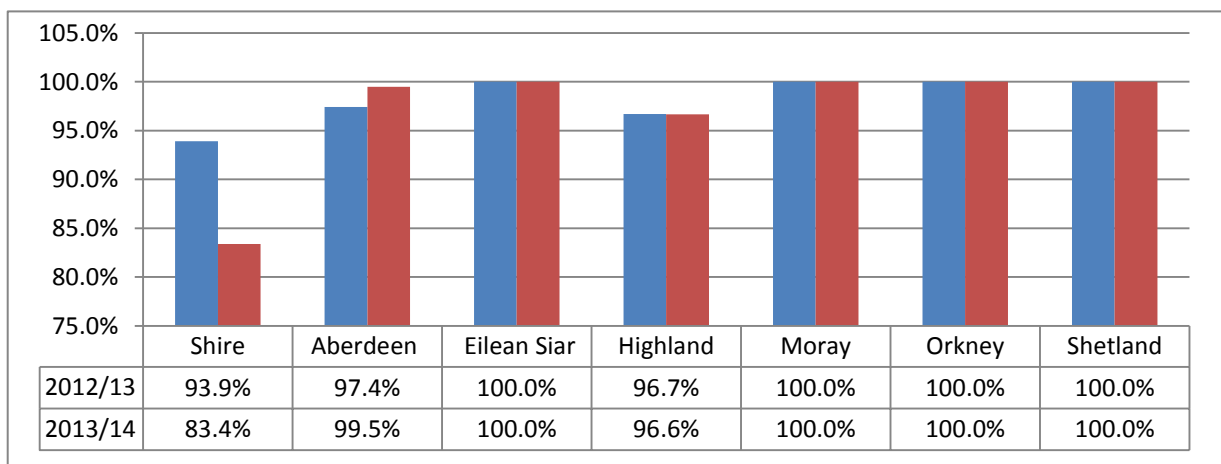
Annual Indicator - Number of Hours Of Unpaid Work Carried Out during 2013/14



Trend & Management Action (significant comments only):

Commentary:

Annual Indicator - Proportion of CJSWRs Submitted to Court on Time



*Balance of Annual Indicators to be reported on following submission of Aggregate Return ie. December 2014.