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SOUTH WEST SCOTLAND  
COMMUNITY JUSTICE AUTHORITY

PROGRAMME DELIVERY TEAM

*Annual Report 2012 / 2013*

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## INTRODUCTION / FOREWORD

This is the second annual report from South West Scotland's Programme Delivery Team and provides an update on the work we have undertaken – successes and challenges – throughout the reporting period from April 2012 until March 2013.

Throughout this period the teams have all been fully staffed with a group of highly trained and committed workers. An addition to the team has been a Criminal Justice Officer supporting the development of a female offenders Diversion from Prosecution service. This early intervention service is being delivered across North Ayrshire initially and funded by the North Ayrshire Alcohol and Drugs Partnership. It is a welcome addition to the women offenders' team and involves close liaison with the Police and Procurator Fiscal Service where strong partnerships have been formed. Based on successful outcomes, we would hope to provide this service across the whole of Ayrshire.

A review of Constructs general offending programme is also being undertaken across South West Scotland. It is recognised that this programme needs to be updated to reflect the needs of offenders. This work will be concluded later in 2013 and presented to criminal justice operational managers across South West Scotland.

As well as working on developments around service delivery, we have also been reviewing and revising our procedural documents and, where appropriate, providing briefing sessions to a range of staff.

This has involved us working closely with our colleagues in child care, criminal justice and adult support and protection as well as partners in the Police.

In consultation with a range of partners, we have reviewed what we communicate and who we communicate with, updating our documents accordingly.

The Programme Delivery Team has consistently worked hard throughout the year to provide a professional input to service users alongside colleagues in mainstream criminal justice teams and it is hoped that this report is able to reflect some of our work.

During the past year we have introduced the use of the 'Level of Service / Case Management Inventory' (LS/CMI) across South West Scotland. LS/CMI is a risk assessment and case management tool which helps staff to assess offenders' rehabilitation needs and risk of re-offending (see appendix 1). The introduction of LS/CMI has provided us with a renewed opportunity to work in partnership with our area team colleagues to deliver programme requirements where they form part of the overall case management plan. It also provides a structure for us to work together to ensure that we deliver on joint objectives.

## PDT GOVERNANCE ARRANGEMENTS



Strategic oversight of programme delivery across South West Scotland is provided by the **Collaborative Group** – a senior management forum with representation from all 4 local authorities (see appendix 2).

Strategic oversight of the Caledonian System is provided by the South West Scotland Community Justice Authority **Multi Agency Domestic Abuse Group** (see appendix 2).

Tactical and operational oversight is provided by the Programme Delivery Team **Steering Group** (see appendix 2). This group has representation from all four local authorities from within criminal justice and other areas of social work, and is chaired by the Ayrshire Criminal Justice Partnership Manager.

The Steering Group oversees implementation, monitoring and quality issues in relation to the work of the team, as well as on-going development issues and links between the PDT, criminal justice social work area teams and other partners outside criminal justice social work.

Day to day management arrangements adhere to the structures set out in the National Management Manuals, with the Ayrshire Criminal Justice Partnership Manager and a Team Manager from Dumfries & Galloway CJSW sharing **Programme Manager** responsibilities.

As the service has developed with the increased demand and complexity of the Caledonian System, we have made some adjustment to the **Treatment Management** arrangements across all programmes and now provide this on a more localised basis rather than across individual programmes.

This has meant that staff can have more immediate contact with a PDT manager, ensuring that any issues or areas of concern are dealt with promptly.

## COMMUNITY SEXUAL OFFENDING GROUPWORK PROGRAMME (C-SOGP)

The **Community Sexual Offending Groupwork Programme** is delivered across Ayrshire and Dumfries and Galloway to men who have been convicted of sexual offences and are subject to supervision on a Community Payback Order or Post Release Order.

C-SOGP is designed to meet the treatment needs of male sexual offenders using a cognitive behavioural approach which involves identifying and challenging how the thoughts, attitudes and emotional responses of offenders link to their abusive behaviour.

In the year April 2012 – March 2013 we have delivered five **induction groups**, each of which take approximately eight weeks to deliver.

We have also delivered a **relapse prevention group**, which was concluded in sixteen weeks.

In order to meet long term treatment needs of sexual offenders, the team has also commenced two **core group programmes**, which can take up to two years to deliver. In addition to this we have delivered and concluded two further core groups which commenced in the previous year.

Programmes are delivered at two designated sites in the region. Since the SWSCJA covers a wide geographical area, this can place a significant expectation on participants in terms of distances they have to travel in order to attend the group. In Dumfries and Galloway, one participant had a weekly round trip of 94 miles, whilst

another travelled 50 miles in order to undertake the programme.

### Feedback

Feedback is gathered from participants throughout their treatment in order to assess if / how their experience in group is impacting on their offending behaviour. Some examples of feedback from this reporting period include:

- "I finally got to talk about my past feelings and let out a lot of ghosts."
- "My early life experiences are no excuse for my lifestyle."
- "The group has helped me work out how I got to this situation and also the affects it had on others."
- "Very difficult but good being put in the victim's position, realising how they feel."
- "Getting to know people and feeling supported by the group."
- "I am keen to look forward rather than back."
- "Having to face up to my problems and not hiding behind 'poor me'."

## Looking Ahead / Future Focus

As indicated in last year's report, the Scottish Government has been developing a new sexual offending treatment programme which incorporates current research and best practice approaches. The programme is called '**Moving Forward: Making Changes**' and has now been formally submitted to the Scottish Advisory Panel for Offender Rehabilitation (SAPOR).

### Overview of Moving Forward: Making Changes

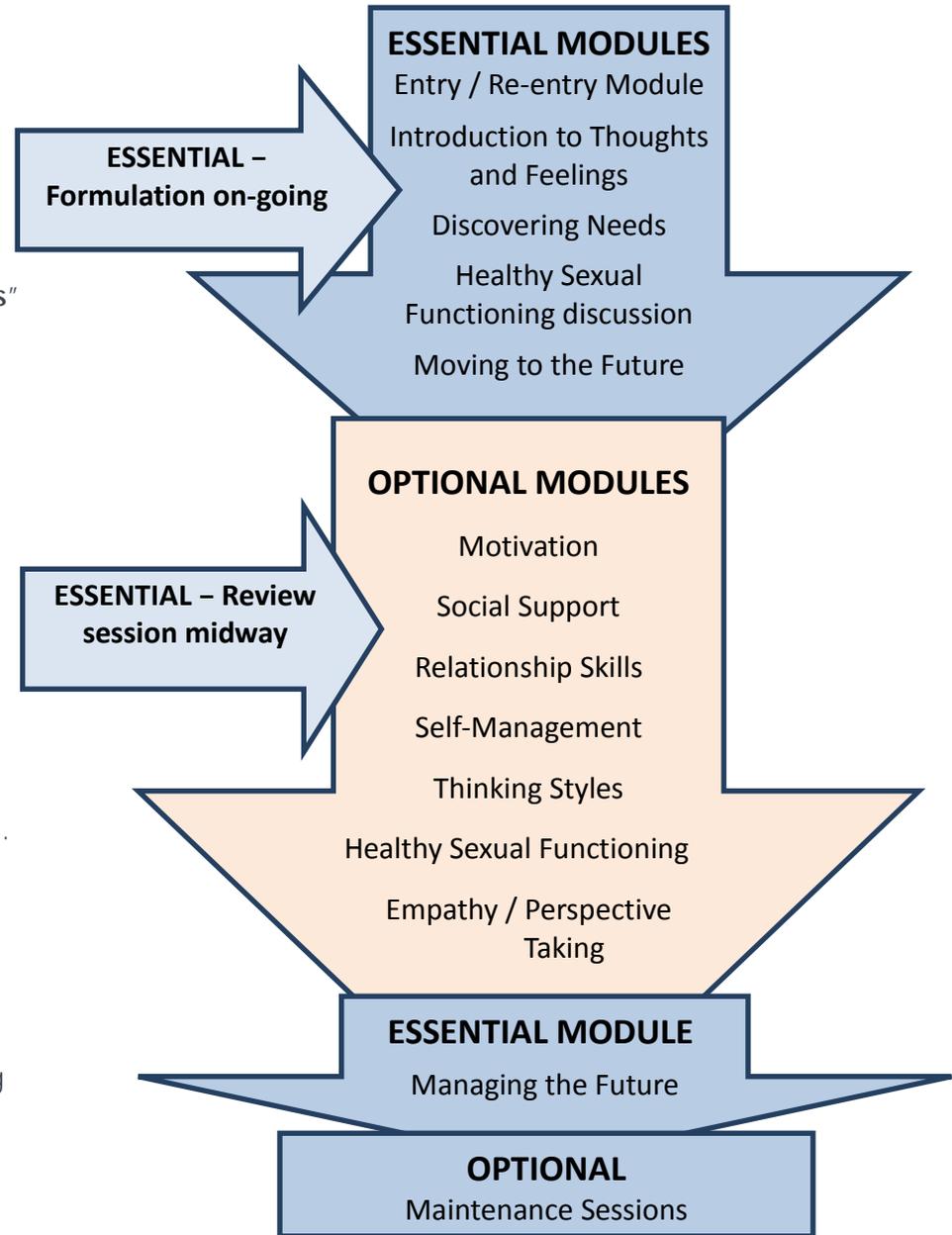
Moving Forward: Making Changes is based upon the 'Good Lives' model, but central to its core is the STABLE/ACUTE 2007 which provide key need assessment areas for focus in the programme.

The programme incorporates an analysis of attachment theory, neuro-psychological factors, biological factors, childhood experience, socio cultural factors and social learning theory as a means of fully understanding the needs of the individual in 'treatment'.

The makeup of the programme is such that for the first time we will be able to include sexual offenders who have learning difficulties or personality disorders in treatment.

A draft training programme has been issued highlighting the required training for group facilitators and case managers, which is scheduled for summer 2014.

See diagram for more details on programme content.



## CONSTRUCTS

**Constructs: Positive Steps to Stop Offending** is a groupwork programme for men aged 18 and above who have offended. It aims to achieve a measurable reduction in re-offending for participants who complete the programme. The programme focuses on assisting participants to become better problem solvers, and better able to implement pro-social solutions to problems they experience that might typically have resulted in their offending.

The programme is structured with four phases over 26 consecutive sessions each lasting two and a half hours and with each session building on the work of the last. Participants undergo a period of motivational work, carried out on a one to one basis, to prepare them for participation.

In the year April 2012 – March 2013, we have completed seven groups across the region (an additional four groups commenced during the year and have yet to complete). A total of 55 participants commenced these seven groups and 42 participants successfully completed the whole programme. This makes our completion rate for participants on these seven groups 71%, which is an improvement on the 55% completion rate achieved during 2011 - 12.

Completion can be affected by issues such as employment, health reasons as well as non-compliance. Groups are organised to meet the needs of individuals, for example evening groups have been arranged to accommodate participants who are in employment.

We have received positive reports from those who engage in the programme as to the benefits of the

group in enabling them to think about how to change their behaviour. Two Constructs participants recently attended a Committee Meeting with elected members to talk with them about the positive impact attending the group had on their thinking and behaviour and future outlook on life. Further detail on the experience of one of these participants is given below:



Mr C states that undertaking the programme has given him a better understanding of how offending has affected his own life and that of his family.

During one session, Mr C described the support that he had received from his case manager and from addiction services. He said that this support had helped him to abstain from drugs and that being on the programme had strengthened his resolve. His account was so powerful that two other group members then asked to be referred to addiction services for similar support. Mr C stated that he felt that by sharing his experience in the group he had helped others and that similarly he has gained from the experiences of others.

Mr C has now successfully completed the full 26 week programme, and says he regularly uses techniques learned in the problem solving module in his everyday life.

## Looking Forward / Future Focus

Constructs has been delivered in its current format across SWS since January 2009. During this time, we have gathered feedback from participants on the usefulness of the different elements of the programme, and have put this together with the views of groupwork facilitators and case managers to gain an insight into what works well and where improvements could be made.

Much of the feedback received suggested that there was an appetite for the programme to be delivered in a more succinct way, targeting specific offender needs, with less repetition of material.

Since the accreditation for the programme has lapsed, this has given us the opportunity to look at re-design options which would balance criminogenic needs with life goals to identify the most appropriate 'treatment route' for individuals. This would in turn dictate which modules they should attend.

A short life working group was established to develop a modular approach to Constructs that uses the LS/CMI assessment at its core alongside the principles of the 'Good Lives' model. The group comprised of experienced Constructs groupwork facilitators and the SWS Training and Development Officer.

It is anticipated that the re-designed programme will be piloted in the area during 2013 -14, and feedback will be gathered upon completion.



## CALEDONIAN SYSTEM



The Caledonian System has become an integral part of the approach to addressing domestic violence in South West Scotland.

During the reporting period, workers involved in the System have developed enhanced knowledge, skills and confidence in working in the field of domestic violence.

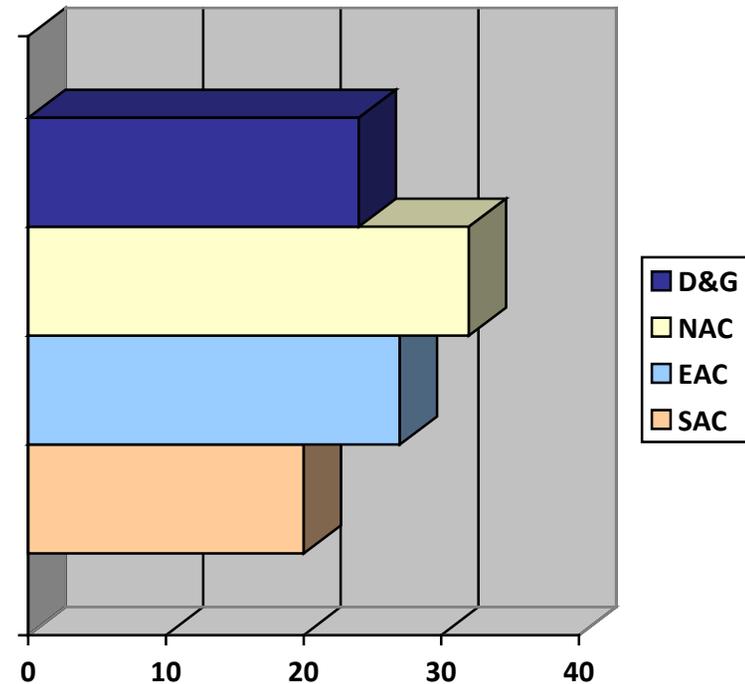
The Caledonian System is made up of a **Men's Service**, a **Women's Service** and a **Children's Service**, along with **inter-agency protocols** designed to maximise the safety of women and children.

The programme lasts for two years and comprises of individual pre-group work; a 26 week group work programme and maintenance work. The programme is designed to support men to make positive changes to their behaviour to increase the safety of their partners and children and to improve their own lives.

Due to the rolling format of the group work delivery there are no completion dates as groups are continuous, with men entering and leaving the programme at different times. It is encouraging however, that there have been steady rates of referrals to the programme and several men have now completed the full process.

As with other programmes, the Programme Delivery Team work alongside area team colleagues to deliver the Caledonian men's programme.

## Caledonian Men's Programme Referral Rates April 2012 – March 2013



During the timeframe in question, 103 men were referred to the programme. This led to 89 full Caledonian assessments being undertaken. Court outcomes for these cases led to 47 Orders being made which included a Caledonian Programme Requirement.

## Participant Feedback

Feedback is sought at various points from all men and women involved in the Caledonian System. Men complete an evaluation questionnaire at the end of each module. Feedback received from men in the reporting period includes:

- "I learned to think that change is for the better and not to let go of the work I have already done."
- "I learned by watching others express their feelings that it is a better way to deal with things."
- "I will definitely be putting the thoughts and feelings of my children first and I listen to them 100% whenever they approach me about any problems or issues they might have."
- "I feel safe to voice opinions in the group."
- "The module really hit home and made me think about how my behaviour in the past will have affected my children so I will be doing everything I can to put that right."
- "Increased ability to see myself as others see me."
- "The support that I got from the guys and staff was great."

## Case Studies



Mr H was convicted of assault and received a Community Payback Order (CPO) which included a condition to undertake the Caledonian programme. Mr H was assessed as a high risk of reoffending and harm at the pre-group stage.

His initial attitude towards attending the programme was poor; he was very resistant and hostile at times.

During the pre-programme stage, there was a gradual improvement in Mr H's motivation and he completed all sessions.

It was evident in the groupwork phase that his attitude and beliefs were changing. He seemed to reach a turning point during the 'abuse account' session.

At the end of the groupwork phase Mr H acknowledged that although the process had been a challenging one, he had learned a great deal and now had insight into how his behaviour impacted on others.

Mr H's case manager said that it was evident that he had learned coping strategies and had an increased ability to express emotions. Mr H successfully completed his CPO, at which time his risk was assessed as low. There was no evidence of further offending throughout the Order.

The **Women's Service** is available to the current and / or ex-partners of the men involved with the programme. It is a voluntary service which provides information, safety planning advice, advocacy and emotional support to reduce the woman's trauma. This will involve work alongside other statutory and voluntary agencies to better support the woman and her family.

In cases where male perpetrators are not made subject to the Caledonian Programme, a time-limited safety planning service is offered to women partners. Caledonian women's workers will ensure that a safety plan is in place for the women, and will support them to link in with other local services to meet any further needs.

Over the period April 2012 – March 2013, the Women's Service offered support to 102 women. Of the 102, 18 did not wish to engage with the service; resulting in 84 women receiving direct support from the Caledonian System.

Local Authority	NAC	SAC	EAC	D&G	Total
Safety Planning Service	10	4	8	3	25
Full Service	10	14	17	18	59

Women's Service referral rates

Comments received from women service users include:

- "The worker was nice and kind, very understanding."
- "When I needed help / advice I got it straight away."
- "All the information I received was helpful, keep me safe."
- "Was able to inform me of choices available to ensure my family's safety."
- "I found the service I received very helpful."

The **Children's Service** considers service provision to children and monitors that any plan in place for each child meets their needs and reduces the impact of domestic abuse on their lives. Children's service workers will collate data to identify any individual, repeated, or system wide gaps in service provision related to domestic abuse and report to the management group on any such gaps.

There were 100 children associated with the 102 women who were eligible for a Caledonian Service during the reporting period.

## Case Studies



Ms L had been in a relationship with her partner for 4 years and they had two young children. There was a pattern of continued reconciliations following assaults on Ms L as well as a history of physical assaults and threats not progressing fully to Court as Ms L was afraid of giving evidence.

Ms L's partner was sentenced to a Community Payback Order with a condition to undertake the Caledonian programme. Ms L was offered support from the Caledonian Women's Service, and she accepted the service and engaged well.

Although Ms L's partner moved to another area where the Caledonian programme was not being delivered, she still received verbal threats and the physical assaults continued.

Through continued engagement with the Caledonian Women's Service, Ms L separated from her partner, reported subsequent offences, and was supported to give evidence at Court.

The Women's Service Worker liaised closely with colleagues in criminal justice, children & families social work, ASSIST and with the Police during the period of intervention. The enhanced lines of

communication brought about by the existence of information sharing protocols assisted this process greatly.

Ms L continues to receive support, and her two children are being offered a short term intervention of statutory supervision to allow children & families social work to monitor contact granted by the Children's Hearing.

Ms L's ex-partner has now received a custodial sentence as a result of the abuse he perpetrated.

### Looking Ahead / Future Focus

During the forthcoming year we will undertake a review of outcomes achieved to date for men who have completed the full programme. We will also evaluate the service we have delivered to (ex) partners to see if they feel that it has made a difference to their safety and well-being. This information will be analysed alongside that gathered from the review of the information sharing protocols and will inform our service improvement plan.

### Sustainability

In the past year we have had a member of the team successfully complete training as a Caledonian System Trainer and they have now delivered training locally to new case managers. A second member of staff will undertake this training at the next available opportunity. This will ensure that local training needs continue to be met in the future.

Workers have also been trained as SARA mentors and now assist colleagues to undertake risk assessments and also provide a level of quality assurance to the process.

## PERFORMANCE IMPROVEMENT PLAN (PIP)

Following on from progress made during 2011 - 12, the South West Scotland Programme Delivery Team developed a Performance Improvement Plan for 2012 – 13. The PIP is a working document which outlines the targets we have set for our team to drive forward progress, improve processes, and support our staff to deliver what can be very complex and demanding services.

Updates on progress against our actions is provided to the PDT Steering Group on a quarterly basis, using a red / amber / green (RAG) coding, with additional narrative provided to give a more detailed picture of progress.

The 2012 – 13 PIP consisted of 14 actions (see appendix 6).

### Progress against Actions

#### Results

**Our Performance Improvement Plan contained 14 actions. Their status at the end of the year is as follows:**

**11 actions fully achieved  
3 actions not fully achieved**

**Of the 3 actions not fully achieved, 2 were more than 80% to target. These 3 actions have been carried forward to 2013 – 14.**

## Next Steps

After consultation with the PDT Steering Group, it was agreed that we should carry forward the three actions that were not fully achieved during 2012 – 13 to the next reporting period. We have added one further action to our PIP for 2013 – 14.

### PDT Performance Improvement Plan 2013 -14

#### Actions

Undertake a SWOT analysis of the PDT
Undertake a review of the Caledonian Information Sharing Protocols
Deliver refresher training to case managers to highlight the links to programme activity
Develop staff manual to include recruitment information; induction information and performance management policies and procedures

#### Key Performance Indicators

In a bid to drive PDT performance, we have also added Key Performance Indicators (KPI's) to our PIP for the first time for 2013 -14. We have agreed 2 KPI's per programme / service area, and will report on progress towards these alongside our action plan on a quarterly basis.

## PARTNERSHIP WORKING



### Links with Stakeholders

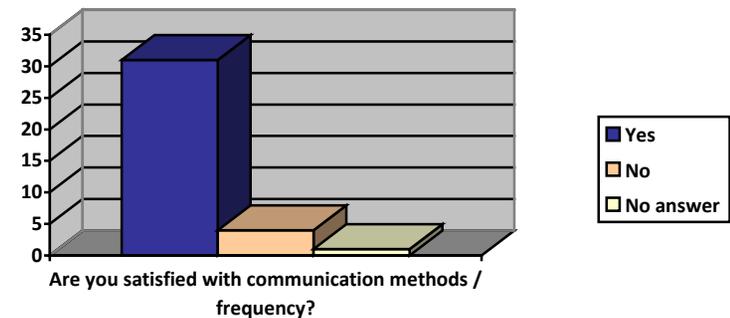
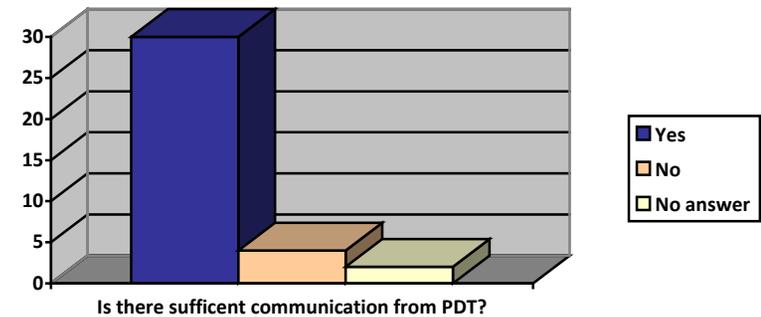
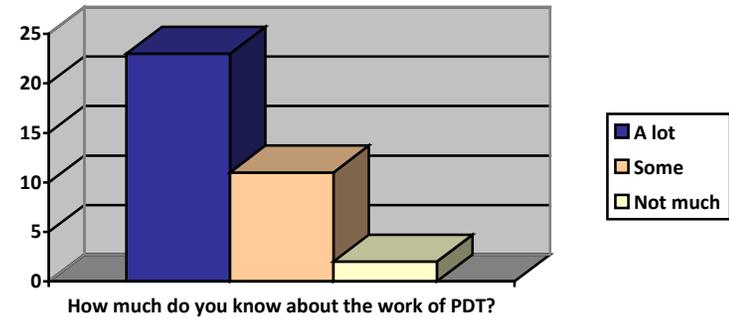
We recognise that the services the PDT delivers are only one part of what is often a multi-agency approach to reduce offending behaviour. Our objective is to provide quality interventions based on individual risk and need, and to contribute to the individual case management plan developed for each service user.

### Communication

During 2012 – 13 we undertook a review of our communication strategy to find out from our stakeholders whether our communication methods / frequency met their needs. Responses were collected via an electronic survey and the findings were presented to the PDT Steering Group for consideration.

36 stakeholders responded to the survey from a variety of service areas including: criminal justice, children & families social work, SWS Community Justice Authority, domestic abuse forum representatives, the health service & the Police. (See appendix 4 for list of PDT stakeholders).

## Stakeholder Survey Results



In response to a request by stakeholders, our annual report now includes details of programme updates, and information about the new sexual offender programme.

## Information Sharing

The Caledonian System is an integrated approach to working with domestic abuse perpetrators and their victims. As such, we saw a need to develop specific information sharing protocols with other stakeholders such as children & families social work and the Police, to ensure that information was being shared safely and in accordance with legal requirements. After a lengthy consultation process, these protocols were agreed and formally rolled out to staff.



123 staff members from a variety of service areas attended one of 6 briefing sessions to roll out the protocols.

The sessions covered the following areas:

- Who information is shared with
- Informed consent
- When information is shared
- What information is shared
- Sharing information with the Police
- Information sharing between social work services
- Service generated risks
- An overview of associated paperwork

Feedback from the session was predominantly positive, with delegates commenting:

- "Made it clearer on my responsibilities."
- "Hopefully it will improve links between partner agencies."
- "Know procedures and processes, also contact details to enquire about anything I am unsure of."
- "This reinforces my existing knowledge in the area of information sharing to ensure risks are minimised."

Agreeing and implementing the information sharing protocols has taken a considerable amount of time and effort from all stakeholders concerned. We are grateful to all of our partners for engaging in this process, and hope that lines of communication and information sharing will continue to improve in the future as Caledonian continues to bed in throughout the area.

### Next Steps

The protocols will be reviewed during 2013 to pick up on any practical issues or gaps that have become apparent since their implementation. This review will incorporate a case file audit and a staff user survey, after which any suggestions for improvement will be considered by the PDT Steering Group before being rolled out.

## STAFF TRAINING AND DEVELOPMENT

Once again, our Training and Development Officer led a busy training schedule across South West Scotland during 2012 - 13 (see appendix 5).

### DOMESTIC VIOLENCE

#### Caledonian System Training

As part of the sustainability strategy for the Caledonian System, we have now taken responsibility for delivering future training for South West Scotland staff members on a localised basis, led by our Training and Development Officer, and supported by staff who have been 'trained as trainers'. By taking this approach, we have ensured that we can more readily respond to local training needs.

#### Caledonian Part 1 Training

A decision was taken to roll out the Part 1 Caledonian System training in the forthcoming year to all case managers across South West Scotland, as it provides significant pieces of information that can be considered in **all** cases of domestic violence, regardless of whether there is a requirement for perpetrators to attend the Caledonian Programme.

The Part 1 training covers the following:

- a full exploration of the Caledonian System
- associated risk factors
- risk management
- a review of the domains of interest in working with perpetrators of intimate partner violence (IPV)
- typologies in IPV
- a review of the Spousal Assault Risk Assessment (SARA) tool

## Spousal Assault Risk Assessment (SARA)

It is anticipated that staff across South West Scotland will use the SARA tool in all cases where domestic violence is a factor. This will assist in the assessment of domestic abuse cases, contributing significantly to case management planning and risk assessment. To support this approach, further training has been delivered on the use of the tool during this reporting period.

To embed the use of the tool within wider criminal justice social work practice, a series of training events have been held for nominated staff from each of the local authorities in SWSCJA to engage in further work with a forensic psychologist to enable them to mentor colleagues on the use of the tool within their local area.

Prospective SARA mentors engaged in four days of additional training, which enabled them to further develop their knowledge of the tool and allowed them to improve their skills with regards to the application of practice to theory and risk formulation.

To date, SARA mentoring sessions have been conducted in a variety of settings: both formally and informally, one to one, over the telephone and in a group setting. Feedback from recipients has been positive and it is our intention to roll out this approach across the teams on a wider scale.

This model has attracted interest from other regions. As such two PDT facilitators delivered a workshop on the SWS SARA mentoring approach at the recent Caledonian Practitioners Forum in Edinburgh. Feedback from the event was positive, with delegates in attendance reflecting on how this approach could be adopted within their own areas.

## VICARIOUS TRAUMA

Due to the intense and sometimes disturbing nature of the work being undertaken by PDT staff, it is mandatory for members of staff who undertake certain roles to attend clinical supervision or 'staying well' sessions. The aim of these sessions is to reduce the impact of vicarious trauma on workers.

Vicarious trauma can be thought of as the negative changes that happen to workers over time as they witness other people's suffering and need.

A service specification was devised and put out to tender and a service provider was selected to deliver a counselling service to staff during 2012 – 13.

The service comprised of an initial briefing session for staff members, and then either one or three individual counselling sessions, dependant on the role individual workers fulfil.



## Initial Briefing Sessions

Two sessions were delivered in Ayrshire and one in Dumfries and Galloway prior to the start-up of the service, and a further session was subsequently delivered in Ayrshire to provide input to new case managers.

The sessions focused on educating staff on the theory and practice of staying well, with a focus on identifying the signs and symptoms of vicarious trauma. Workers were tasked with producing a personal safety or 'staying well' plan during the session which was designed to lend structure to the subsequent individual sessions with the counsellor or line manager.

A total of 31 individuals attended the initial briefing sessions.

Feedback from the sessions was positive, with 79% of participants saying that they felt the content was very relevant to their job.

## Individual Support

17 members of staff, including area team case managers and PDT managers received one individual session with the service provider, and 16 group work facilitators and Caledonian women's service workers received three individual sessions, scheduled throughout the year.

## Next Steps

A review of the service is scheduled for 2013, and will gather the views of recipients along with those of the counsellor. A decision will then be taken on the service specification for the forthcoming year prior to the service being put out to tender once again.

## Future Focus of Staff Training

A series of future events are currently being planned. These include:

- Case manager / facilitator / treatment manager and first line manager training for Moving Forward: Making Changes programme.
- Case manager refresher regarding programme requirements / LS/CMI briefings.
- Introduction to working with sexual offenders.
- STABLE / ACUTE 2007 refresher events.
- Risk practice course – assessment / formulation / management of risk.
- Core skills training:
  - Motivational Interviewing
  - Cognitive Behavioural Therapy
  - Pro-Social Modelling
  - Interviewing Skills
  - Questioning Styles
- Training pathway for CJSW in South West Scotland (short life working group).

## Personal Development

We are keen to give our staff every opportunity to further develop their skills and to create an environment where learning is shared with colleagues. As such, in addition to the training mentioned previously, a number of staff have taken up other developmental opportunities, both formal and informal during the past year. Details of some of these are overleaf:

## Case Studies



### Caledonian 'Training for Trainers'

An experienced Caledonian group worker with an interest in training and development was selected to train to become a Caledonian trainer. This involved observing National Trainers as they delivered an event for case managers and prospective group workers. She also contributed to the delivery of the training as 3<sup>rd</sup> facilitator, and was able to bring practical experience and examples to enhance the learning of the attendees.

Participants said they felt that it consolidated their learning by being able to see how theory and the programme manual translate to practice.

A second member of staff will train as a trainer at the next available opportunity. This will ensure that local training needs continue to be met in the future.

### Post Graduate Certificate in Social Work Management

A PDT Manager has recently completed the above course, covering topics such as Strategic Management; Managing Change and Developing a Continuous Learning Organisation. We are sure that there will be ample opportunity to apply what has been learned within the PDT.

## WOMEN OFFENDERS (Ayrshire CJSW Partnership)

During the year April 2012 – March 2013, the Programme Delivery Team have continued to offer a service to women offenders based on the principles of effective approaches to working with women.

Of particular value is the tailoring of interventions to individual needs. This can include:

Recognising and developing relationship building within supervision
Promoting empowerment
Non authoritarian approach
Women only environment
Services which are holistic, accessible, flexible and gender specific

Implementation of the Level of Service Case Management Inventory (LS/CMI) risk and needs management system has been achieved this year and assists in the case management process. LS/CMI is a national instrument which is used to assess risk, need and responsibility and leads to effective case management planning.

The staff resource continues with a team of six support workers and one social worker who undertake both a full case management service and / or a support service as required. PDT staff have also delivered a groupwork programme for women offenders during this period.

Referrals are received from criminal justice area teams based in the three Ayrshire local authorities.

During the period April 2012 to March 2013 we have worked with 120 women referred from the three Ayrshire authorities. Of these we have assumed case management responsibility for 78 women with the remainder receiving a support service. Delivering the support service demands that we work very closely with case managers in area teams to ensure a joined up approach to working with the woman; ensuring that all unmet needs are being addressed.

Case management involves PDT workers establishing and maintaining a case management plan along with the woman when they are sentenced to a Community Payback Order or released from prison on License. This is designed to identify and work on those areas pertinent to the woman's offending. PDT staff are responsible for all statutory work (court reports, reviews etc.) involved in the Community Payback Order.

In all cases women receive a service tailored to their individual needs – this can include workers making contact several times a week, regular home visits, onward referral to other agencies and intensive counselling on emotional issues.

If a woman receives a custodial sentence during the course of her Community Payback Order, PDT staff will visit and continue to have contact with her in prison in order to co-ordinate services on her release. It is anticipated that this will reduce the re-admittance rate for short term prisoners. We work closely with other agencies such as housing, addiction and mental health services to create an individual plan for each woman.

## Case Studies



Ms R was convicted of weapon related offences and was sentenced to a Community Payback Order. Ms R had a long term alcohol problem for which she had never received treatment.

The PDT worker provided an intense level of support, which included facilitating access to alcohol counselling and undertaking a programme of work designed to help build Ms R's self-esteem.

Focused work was carried out to identify why Ms R had turned to offending, so that a plan could be formulated to help her desist from further offending in the future.

The support worker also provided a significant amount of practical support to assist with problems with Ms R's benefits and housing-related problems.

Ms R was referred to Addaction and commenced their groupwork programme designed to tackle addiction issues. She participated well, and gained so much from the group that she later began to work as a volunteer with them.

Ms R successfully completed her CPO and continues to be engaged with Addaction; becoming responsible for developing and delivering art therapy classes.



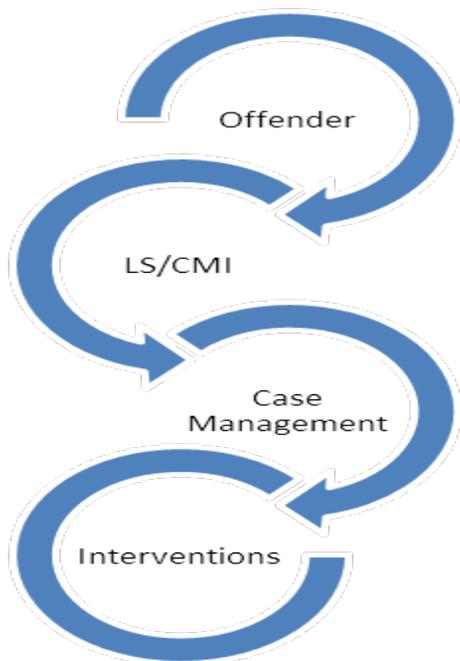
Ms C was convicted of a road traffic offence and was sentenced to a Community Payback Order.

Ms C had suffered a number of family bereavements and was using alcohol as a means of coping with her grief. This had then led to the offence for which she received the Community Payback Order.

The PDT support worker linked Ms C in with a local group for those who have lost children, and also supported her to attend Ayrshire Council on Alcohol so that she could get some help to reduce her alcohol use and to develop other strategies to cope with her grief.

Ms C started volunteering with a local church that runs an affordable café for the community. She has since successfully completed her CPO and continues to volunteer at the café twice a week. Staff members now regard Ms C as a valued member of the team.

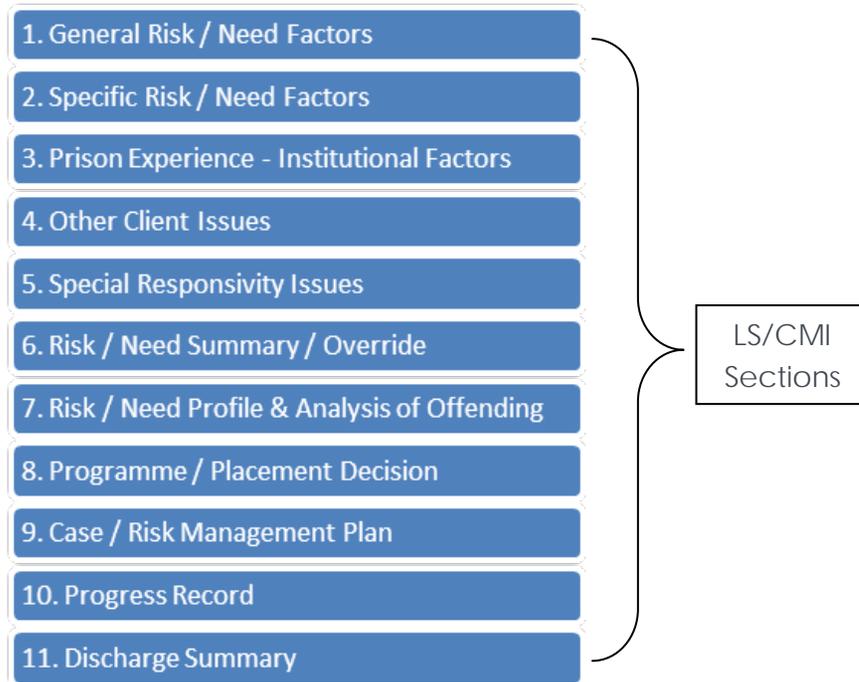
**Appendix 1**  
**LS/CMI – Formulation of Case Management Plan and**  
**Links to Programmes**



**The Level of Service / Case Management Inventory (LS/CMI)** combines risk assessment and case management into one evidence-based system. It helps practitioners to assess offenders' rehabilitation needs.

It provides a structure for assessors to:

- Consider the likelihood of further offending using a score based level of risk / needs.
- Identify an individual's needs and risks so they can be targeted / addressed via treatment or intervention.
- Identify responsivity issues.
- Identify whether any positive aspects or strengths exist which can be drawn upon to help formulate the case management plan.



Case managers will work through the 11 sections in the LS/CMI tool, firstly to assess the needs and risks of individual offenders, then to formulate a case management plan to address the identified needs. They will then assess progress on an on-going basis, making amendments to the plan as necessary.

If appropriate to the treatment needs of an individual, they may be asked to undertake a programme designed to address their criminogenic needs. The SWS PDT will then work in conjunction with case managers to deliver the different elements of the programme.

### CJSW Collaborative Group

This group maintains strategic oversight of the collaborative working arrangements agreed by the Ayrshire Criminal Justice Social Work Partnership and Dumfries & Galloway Criminal Justice Social Work service in relation to jointly agreed service delivery areas. This includes Programme Delivery Team, Training and Development Officer and MAPPA.

Group members include:

Head of Service North Ayrshire Social Work Service (Chair)	Ayrshire CJSW Partnership Manager
Head of Service East Ayrshire Social Work Service	CJSW Service Manager East Ayrshire
Head of Service South Ayrshire Social Work Service	CJSW Service Manager North Ayrshire
Senior Locality Social Work Manager Dumfries & Galloway Social Work Service	CJSW Service Manager South Ayrshire

### SWS CJA Multi Agency Domestic Abuse Group (MADAG)

The **MADAG** is responsible for strategic oversight of the Caledonian System across South West Scotland. Group members include:

<b>South West Scotland CJA</b>  Chief Officer (Chair) Planning & Compliance Officer	<b>North Ayrshire Council</b>  Policy Officer	<b>Police Scotland</b>  Ayrshire Division Dumfries & Galloway Division
<b>Ayrshire Criminal Justice Partnership</b>  Partnership Manager	<b>South Ayrshire Council</b>  VAWMAP Co-ordinator	<b>Scottish Prison Service</b>  CJA Liaison Officer Head of Offender Outcomes, HMP Dumfries
<b>Dumfries &amp; Galloway Council</b>  Service Manager, Criminal Justice Social Work Development Officer, Domestic Abuse	<b>Crown Office &amp; Procurator Fiscal</b>  Procurator Fiscal, Ayrshire	<b>Serco – HMP Kilmarnock</b>  Psychologist, HMP Kilmarnock
<b>East Ayrshire Council</b>  Service Manager, Children & Families Planning & Review officer (Lead Officer EAVAWP)	<b>NHS</b>  Ayrshire & Arran – Senior Manager, Public Health Dumfries & Galloway	<b>Third Sector Partners</b>  Apex Scotland Victim Support Barnardo’s East Ayrshire Families Project

### Programme Delivery Team Steering Group

This is the tactical and operational management oversight group for programme delivery across the 4 local authorities. The objectives of this group include ensuring that programmes are delivered to the standards set out in the Scottish Accreditation Panel for Offender Programmes (SAPOP) Manual of Standards and within the structures set out in National Programme Management Manual.

Since the Caledonian System has now been implemented throughout South West Scotland, members of the group previously tasked with operational oversight of the implementation of the System now attend the PDT Steering Group.

The group considers regular reports from treatment managers on issues arising from the delivery of programme – quality and quantity of referrals; level of participation from service users; interface between the role of PDT staff and area team supervising social workers in the successful delivery of programmes.

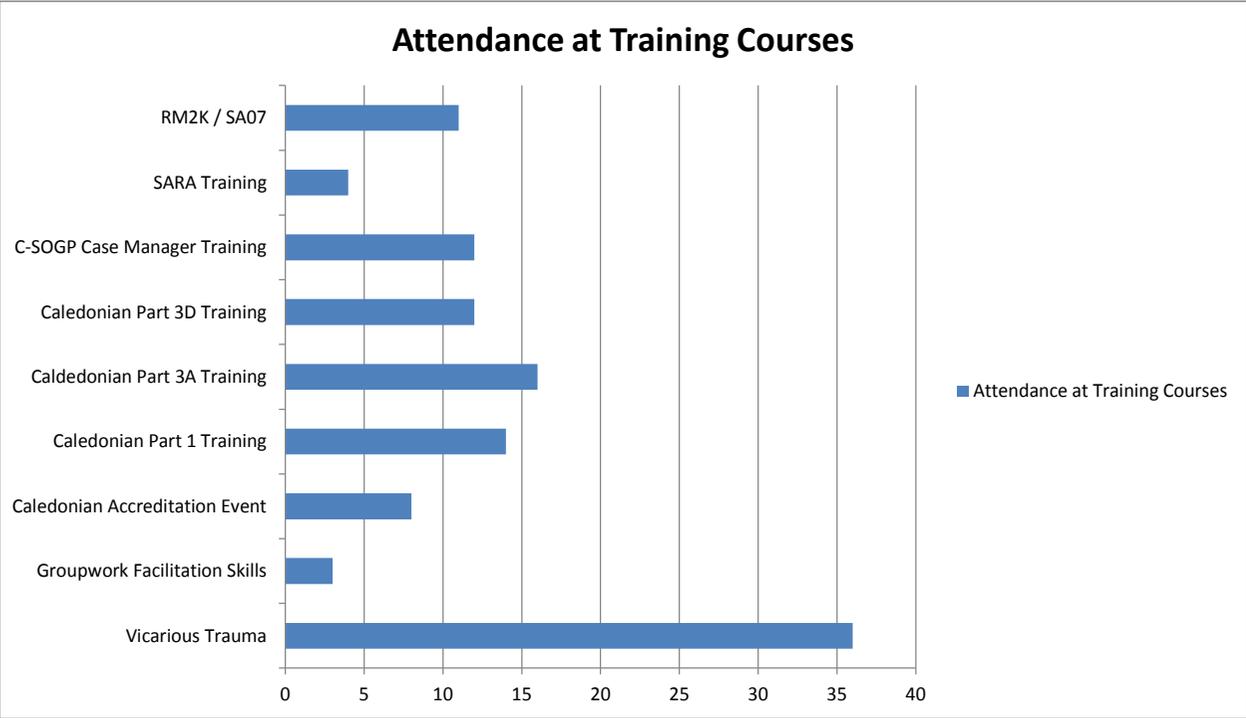
Group members include:

Ayrshire CJSW Partnership Manager (Chair)	Team Manager CJSW North Ayrshire	Manager Children & Families Social Work Service South Ayrshire
Team Manager CJSW Dumfries & Galloway West & Programmes	Team Manager CJSW East Ayrshire	Team Manager Children & Families Social Work Service Dumfries & Galloway
PDT Delivery Manager Ayrshire (CSOGP & Caledonian)	Team Manager CJSW South Ayrshire	PDT Performance Officer
PDT Delivery Manager Ayrshire (Constructs / Caledonian Women & Children's Service / Women offenders)	Manager Children & Families Social Work Service North Ayrshire	SWS CJA Training & Development Officer
PDT Delivery Manager Dumfries & Galloway (CSOGP / Constructs / Caledonian)	Manager Children & Families Social Work Service East Ayrshire	PDT Administrative Assistant

**Appendix 4**  
**PDT Stakeholders**

<p><b>Court / Legal Services</b></p> <ul style="list-style-type: none"> <li>• Sheriffs</li> <li>• Sheriff Clerks</li> <li>• Procurator Fiscal</li> <li>• Solicitor's Faculty</li> </ul>	<p><b>Children and Families Social Work – CIG Reps</b></p> <ul style="list-style-type: none"> <li>• East Ayrshire Council</li> <li>• North Ayrshire Council</li> <li>• South Ayrshire council</li> <li>• Dumfries and Galloway Council</li> </ul>
<p><b>South West Scotland CJA</b></p> <ul style="list-style-type: none"> <li>• Chief Officer</li> <li>• Planning and Compliance Officer</li> <li>• CJA Board</li> </ul>	<p><b>Domestic Violence Against Women's Strategy Forums</b></p> <ul style="list-style-type: none"> <li>• East Ayrshire</li> <li>• North Ayrshire</li> <li>• South Ayrshire</li> <li>• Dumfries and Galloway</li> </ul>
<p><b>Chief Social Work Officers</b></p> <ul style="list-style-type: none"> <li>• East Ayrshire Council</li> <li>• North Ayrshire Council</li> <li>• South Ayrshire Council</li> <li>• Dumfries &amp; Galloway Council</li> </ul>	<p><b>Health Service</b></p> <ul style="list-style-type: none"> <li>• NHS Ayrshire and Arran</li> <li>• NHS Dumfries and Galloway</li> </ul>
<p><b>Criminal Justice Area Team Managers</b></p> <ul style="list-style-type: none"> <li>• East Ayrshire Council</li> <li>• North Ayrshire Council</li> <li>• South Ayrshire Council</li> <li>• Dumfries and Galloway Council</li> </ul>	<p><b>Women's Aid</b></p> <ul style="list-style-type: none"> <li>• East Ayrshire</li> <li>• North Ayrshire</li> <li>• South Ayrshire</li> <li>• Dumfriesshire and Stewartry</li> <li>• Wigtownshire</li> </ul>
<p><b>Police Scotland</b></p> <ul style="list-style-type: none"> <li>• Ayrshire</li> <li>• Dumfries and Galloway</li> </ul>	<p><b>Victim Support</b></p> <ul style="list-style-type: none"> <li>• South West Scotland</li> </ul>

Appendix 5  
Attendance at Training Courses 2012 -13



**Appendix 6**  
**PDT Performance Improvement Plan 2012 - 13**

Description	Outcome
Prepare detailed formal specification for external counselling	Achieved
Engage counselling service	Achieved
Establish Information Sharing Protocols for the Caledonian System	Achieved
Undertake a post 6 month review of Caledonian Information Sharing Protocols	Not achieved – carried forward
Review 'Framework for Enhancing Readiness to Change' tool to gauge service user readiness to engage in programme activity	Achieved
Carry out Case Manager refresher training re programme requirements	Not achieved – carried forward
Develop staff manual containing case manager roles and responsibilities associated with programme work	Achieved
Review and update PDT Governance document	Achieved
Review feasibility of introducing the 3 cubed system across SWS PDT	Achieved
Review feasibility of amending exit interview forms to include questions re programme work	Achieved
Create mechanism for collecting and reviewing client feedback	Achieved
Develop staff recruitment / induction manual	Not achieved – carried forward
Produce staff supervision policy taking into account the requirements of the 4 local authorities and National Accreditation Manuals	Achieved
Trial PDT competency framework	Achieved

## Further Information

To find out further information about the work of the Programme Delivery Team, please contact:

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