

OFFENDER MANAGEMENT PROGRAMME BOARD

Programme Vision, Goals, Objectives and Deliverables

Introduction

This document contains the programme vision, the programme goals, the project objectives and the project deliverables agreed by the Offender Management Programme Board on 4th September 2009.

PROGRAMME VISION

To break the cycle of reoffending by ensuring proportionate and early interventions with effective re-integration into the community.

No.	PROGRAMME GOALS (PG)
PG1	To prevent reoffending by young people through appropriate interventions.
PG2	To divert cases from the courts system where appropriate and to ensure the proportionate use of bail and remand.
PG3	To ensure the availability of effective community disposals across Scotland, to improve public confidence in these disposals, and reduce reoffending.
PG4	To ensure the effective management of offenders who get custody including rehabilitation and appropriate arrangements for risk management to reduce prisoner numbers and reoffending.
PG5	To ensure effective re-integration into the community by ensuring that the employment, health, accommodation and other needs of offenders are being met.
PG6	To secure equality by ensuring that systems and services are designed to meet the specific needs of all offenders.

PROJECT – YOUNG PEOPLE WHO OFFEND

No.	YOUNG PEOPLE WHO OFFEND OBJECTIVES (YP)
YP1	Develop and implement a process that provides decision makers access to the information required to effectively support the care and management of young people who offend or present a high risk through the children’s hearings/criminal justice system.
YP2	Develop and introduce a streamlined and effective framework that identifies and diverts under 18s whose offending or risk taking behaviour can be effectively managed outside (a) the criminal justice system and (b) custody (secure care and prison)
YP3	Develop and introduce a range of evidenced based early and effective approaches and programmes for under 18s who have offended or present a risk of serious harm which lead to a reduction in re-offending rates.
YP4	Develop and support the implementation of processes to enable a consistent standard of risk assessment and risk management of all young people under 18 at high risk of offending and reoffending to support shared understanding of risk and need across services for children and adults.
YP5	Develop and support the implementation of processes and interventions for under 18s who are (a) dealt with in the courts and (b) detained in prison, to better meet their age and stage of development in line with the principles of UNCRC.

No.	YOUNG PEOPLE WHO OFFEND DELIVERABLES
YP1	YP1.1. An analysis and process map of the relevant information and information flows between and across organisational boundaries to allow effective information sharing by 31.01.10.
	YP1.2. Systems and processes to ensure the accurate and timely recording of disposals by the children’s reporter and children’s hearings onto the Criminal History System by 30.06.10 (paper based) 30.06.11 (electronic).
YP2	YP2.1. A practice framework / toolkit to support an increase in the use of diversion and community alternatives to prosecution including maintaining vulnerable young people in the children’s hearing system by 31.10.09
	YP2.2. Proposals to sheriffs and wider criminal justice organisations on the effective use of credible alternatives to custody (either in secure care or prison) including promoting the use of community payback orders for under 18s by 30.06.10
YP3	YP3.1. Evidence based effective community alternatives to secure care and custody for under 18s who offend or at high risk of offending are available to local authorities by 30.06.10
	YP3.2. Multi agency and collaborative working, in line with <i>Getting it right for every child</i> , to deliver improved community reintegration for under 18s detained in secure care or custody by 30.06.10
YP4	YP4.1. A nationally agreed approach (pathway) for risk assessment and management for young people who offend or are at high risk of offending in line with the My World Triangle and child’s plan by 30.06.10.
	YP4.2. Processes and procedures (in line with MAPPA principles) to enable appropriate and proportionate information about risk assessment and management to be shared between and across organisations about young people who present a risk of serious harm and those who make the transition to criminal justice services by 31.10.09.
YP5	YP5.1 Practice guidance developed in conjunction with judiciary and court staff that leads to better engagement and understanding for under 18s dealt with in the courts by 30.09.10.
	YP5.2 Agreement of practice to be adopted for accommodating 18s in prison giving consideration to UN Conventions by 30.06.10.
	YP5.3 Introduce measures that ensure that no under 16s are detained in prison by 30.06.10.

PROJECT – PRE DISPOSAL

No.	PRE-DISPOSAL PROJECT OBJECTIVES (PD)
PD1	Produce and distribute a summary of bail options currently available for the information of the judiciary.
PD2	Develop and implement a process that provides decision makers access to the information required to effectively progress the management of offenders through the criminal justice system.
PD3	Develop multi-agency commitment to implement a range of pre court diversion schemes and ensure their expeditious delivery to offenders.
PD4	Develop and introduce revised standards that support the efficient production of relevant, accurate and timely reports to inform sentencing decisions.

	PRE-DISPOSAL DELIVERABLES
PD1	PD1.1. An agreed menu of bail options to support judicial decisions by February 2010.
PD2	PD2.1 Information sharing protocols with multi-agency partners.
PD3	PD3.1. Appropriate pre court diversion programmes and processes whilst the accused is in police custody. PD3.2. Appropriate pre court diversion programmes and processes whilst the case is being considered by the Procurator Fiscal.
PD4	PD4.1. Revised national standards of reporting for CJSW for production of reports for sentencers. PD4.2. Revised guidance for the deployment of CJSW resources in courts.

PROJECT – CUSTODIAL SENTENCE MANAGEMENT

No.	CUSTODIAL SENTENCE MANAGEMENT OBJECTIVES (CSM)
CSM1	Ensure effective use of the prison estate.
CSM2	Produce an Implementation Plan for the offender management provisions in the Custodial Sentences and Weapons (Scotland) Act 2007, as amended.
CSM3	Develop and introduce management practices to enable consistent and standardised risk assessment and risk management of all offenders who are serving custodial sentences.
CSM4	Develop and implement a process that gives decision makers access to relevant information at the appropriate time to enable an effective, integrated multi-agency approach to management of offenders.
CSM5	Develop and introduce consistent management practices that deliver an appropriately targeted and co-ordinated multi-agency approach to interventions for offenders.
No.	CUSTODIAL SENTENCE MANAGEMENT DELIVERABLES
CSM1	<p>CSM1.1. Maximise use of Home Detention Curfew by February 2010.</p> <p>CSM1.2. Further develop the proposals for use of the prison estate for different types of offender and custody requirements by Dec 2009.</p> <p>CSM1.3. Further develop proposals for alternatives to custody for women offenders by December 2009.</p>
CSM2	<p>CSM2.1. Procedures to support the offender management provisions in the Custodial Sentences and Weapons (Scotland) Act 2007, as amended, by spring 2012.</p> <p>CSM2.2. A process for managing offenders who will be subject to the provisions of the Prisoners and Criminal Proceedings (Scotland) Act 1993 after the 2007 Act is implemented, by Spring 2012.</p> <p>CSM2.3. Transitional procedures for managing offenders sentenced to custody under the Prisoners and Criminal Proceedings (Scotland) Act 1993 and/or the Custodial Sentences and Weapons (Scotland) Act 2007, as amended by Spring 2012.</p>
CSM3	<p>CSM3.1. Management practices to support consistent and appropriate risk assessment and risk management arrangements adopting a common risk assessment and risk management tool (LS/CMI) to co-incide with the delivery of LS/CMI.</p> <p>CSM3.2. Joint multi-agency protocols to facilitate the risk assessment and risk management of all offenders serving custodial sentences.</p>
CSM4	<p>CSM4.1. A process map of the relevant case management practices and information flows within and across organisational boundaries to allow effective information sharing, by February 2010.</p> <p>CSM4.2. Information sharing protocols with multi-agency partners, by December 2010</p>
CSM5	<p>CSM5.1. Joint standards and common evidence-based approaches to determine the appropriate interventions in custody and community, by March 2011</p> <p>CSM5.2. Appropriate and proportionate evidence-based interventions to support the offender's transition from custody to the community, by March 2011 .</p>

PROJECT – EFFECTIVE COMMUNITY DISPOSALS

No.	EFFECTIVE COMMUNITY DISPOSALS OBJECTIVES (ECD)
ECD1	Improve risk assessment and management of offenders through the development of a common inter-agency approach.
ECD2	Develop and implement tools, training and processes which support the delivery of unpaid work orders which commence within seven working days of sentence.
ECD3	Develop and implement a process that supports the successful completion of unpaid work orders within six months of date of commencement.
ECD4	Ensure the efficient and effective progress of breaches of community sentences through the criminal justice system.
ECD5	Increase the percentage of community sentences being successfully completed by offenders.
ECD6	Reduce the severity and frequency of reoffending following the imposition of a community sentence
ECD7	Improve public confidence in the use of community sentences as an alternative to short-term sentences.

No.	EFFECTIVE COMMUNITY DISPOSALS DELIVERABLES
ECD1	ECD1.1. LS/CMI clinical process to be completed by December 2009. ECD1.2. Costed options appraisal of potential IT solutions for the delivery of LS/CMI produced by December 2009.
ECD2	ECD2.1. 80% of unpaid work orders to commence within 7 days of sentence by April 2010.
ECD3	ECD3.1. 60% of unpaid work orders to be completed within six months of date of commencement by April 2012
ECD4	ECD4.1. Cost effective legal aid arrangements for breaches of community orders that meet the needs of offenders. ECD4.2. Revised standards of practice for the recording / management of breaches that deliver consistency in the application of 'discretion'.
ECD5	ECD5.1. Proposals to manage the impact on the overall court programme of the introduction of community payback orders and progress courts by June 2010. ECD5.2. Increase the percentage of community sentences being successfully completed by offenders by X%, by June 2011.
ECD6	ECD6.1. Reduce the severity and frequency of reoffending following the imposition of a community sentence by X% by June 2011
ECD7	ECD7.1. Improve public confidence in the use of community sentences as an alternative to short-term sentences by June 2012. ECD7.2. Introduce local community engagement structures to ensure direct input to influence community disposal options.

PROJECT – COMMUNITY REINTEGRATION

No.	COMMUNITY RE-INTEGRATION OBJECTIVES (ECD)
CR1	Develop and deliver a process that ensures offenders will have access to accommodation on release from custody.
CR2	Develop and implement initiatives that allow the continuation of Health, Education, Intervention and Employability Programmes in custody and in the community.
CR3	Develop and implement transitional arrangements to ensure all relevant offender information is transferred from the SPS to service providers in the community to assist them to manage offenders and reduce reoffending.
CR4	Develop and implement improved support for those offenders completing community sentences who require services to reduce their risk of reoffending.

No.	COMMUNITY RE-INTEGRATION DELIVERABLES
CR1	CR1.1 Integrated processes to deliver accommodation assistance at the appropriate time and place to ensure that no offender will be released from custody with a status of 'homeless' by June 2012.
CR2	CR2.1 A multi-agency approach which enables appropriate Health, Education, Intervention and Employability interventions commenced in custody to be seamlessly continued and completed in the community by December 2010.
CR3	CR3.1 Information sharing protocols to transfer information from SPS to service providers by December 2010.
CR4	CR4.1. CJAs to develop and deliver improved protocols for support from wider CPP partners to those leaving custodial and community sentences.
	CR4.2. Equal access on the basis of need to community based services for those who have offended but are no longer serving a sentence.

1. Version Control

Version	Updated On	Updated By	Notes
0.01	08/09/09	Paul Davies	Initial version tabled at the programme board on 4 th September 2009.
0.02	08/09/09	Paul Davies	<p>Updated to include all changes authorised by the programme board on 4th September 2009. The following changes have been made:</p> <p>Vision, changed from “To reduce reoffending by ensuring proportionate and early interventions with effective re-integration into the community.” to “To reduce break the cycle of reoffending by ensuring proportionate and early interventions with effective re-integration into the community.”</p> <p>PG1 changed from “To prevent offending and reoffending by young people through appropriate interventions.” to “To prevent reoffending by young people through appropriate interventions.”</p> <p>PG2 changed from “To divert cases from the courts system where appropriate and to ensure the proportionate use of remand.” to “To divert cases from the courts system where appropriate and to ensure the proportionate use of bail and remand.”</p> <p>PG6 changed from “To secure gender equality by ensuring that systems and services are designed to meet the specific needs of all offenders.” To “To secure equality by ensuring that systems and services are designed to meet the specific needs of all offenders.”</p> <p>ECD 6 changed from “Reduce the number of offenders who re-offend within 2 years of successfully completing a community sentence” would be changed to “Reduce the severity and frequency of reoffending following the imposition of a community sentence”.</p> <p>ECD 6.1 changed from “Reduce the number of offenders who re-offend within 2 years of successfully completing a community sentence by X% by June 2011” would be changed to “Reduce the severity and frequency of reoffending following the imposition of a community sentence by X% by June 2011”.</p> <p>CSM 1.3 changed from “Further develop proposals for intermittent or weekend custody and alternatives to custody for women offenders by December 2009”. To “Further develop proposals for alternatives to custody for women offenders by December 2009”.</p>