ABSTRACT
This report informs elected members of the development of five “SMART” strategic objectives for the Tayside Community Justice Authority that will be the focus of its work over the next three year planning cycle 2011-14. The actions required to achieve each objective are set out along with performance indicators for monitoring progress towards the outcomes.

1 RECOMMENDATION
It is recommended that the Social Work and Health Committee notes the development of the five “SMART” strategic objectives for the Tayside Community Justice Authority (CJA).

2 BACKGROUND
Reference is made to report number 803/10 which advised elected members of the development of the Tayside Community Justice Authority Area Plan 2011-14. The Area Plan includes a number of identified local priorities developed by the CJA in consultation with its statutory partners and other key stakeholders across Tayside.

After it had approved each Community Justice Authority’s Area Plan the Scottish Government requested that each CJA submit their “…top 5 SMART priorities for action…” for the 2011-14 planning period. (The term ‘SMART’ refers to how objectives are defined—the CJA requires that they are Specific, Measurable, Attainable, Relevant and Time bound). Five SMART priorities were developed by Tayside CJA, taking into account the priorities identified in the Area Plan for 2011-14.

3 Tayside CJA’s five SMART Objectives for 2011-14
The five SMART Objectives are as follows:

1. Reduce the reconviction rate of short-term prisoners, by 6% by 2014, through their successful re-integration into the community.

   There are no specific data relating to reconviction rates of short-term prisoners in Angus. This is being developed across Tayside by the CJA using the Criminal History Information and in liaison with Tayside Police and the Scottish Prison Service.

2. Deliver an efficient and effective Community Payback Order (CPO) service to the courts: by 2014 - 50% of orders to commence within 7 days (note; this is also a National Standard) and the reconviction rate reduced by 2%.
Given that Community Payback Orders (CPOs) only commenced in February 2011, the majority of CPO indicators will not have relevant data until CPOs have had time to bed in and more meaningful data can be extracted.

3. **Reduce the reconviction rate of young offenders (i.e. those aged 16-21) to 49% by 2014**

Figures are provided by the Scottish Government. The following statistics were determined on the 2006-07 cohort group (the most recent available figures) in Angus:

<table>
<thead>
<tr>
<th>INDICATORS</th>
<th>Baseline 2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reconviction rate of young male offenders aged &lt; 21 serving a community-based sentence</td>
<td>48.4%</td>
</tr>
<tr>
<td>Reconviction rate of young female offenders aged &lt; 21 serving a community-based sentence</td>
<td>57.1%</td>
</tr>
<tr>
<td>Reconviction rate of young male offenders aged &lt; 21 serving a custodial sentence</td>
<td>60.0%</td>
</tr>
<tr>
<td>Reconviction rate of young female offenders aged &lt; 21 serving a custodial sentence</td>
<td>100.0%</td>
</tr>
<tr>
<td>Overall Reconviction rate of young male offenders aged &lt; 21 (community and custody)</td>
<td>49.1%</td>
</tr>
<tr>
<td>Overall Reconviction rate of young female offenders aged &lt; 21 (community and custody)</td>
<td>58.1%</td>
</tr>
</tbody>
</table>

(Note: care has to be exercised with some of these figures as numbers were so low, especially for custody reconviction rates, that percentage figures can be distorted by very small numerical shifts)

Tayside CJA is also implementing a scoping exercise to determine which organisations are involved with diversion prior to the development of further lower level indicators.

4. **Reduce the percentage of domestic abuse perpetrators who are repeat perpetrators, by X% (yet to be determined- see Note below) by 2014, through their effective offender management.**

The indicators for Domestic Abuse Perpetrators are still being finalised. For information purposes, since June 2009 there have been five domestic abuse perpetrator programmes (Fergus Programme) run in Angus. These have covered 43 “places” and were attended by 37 separate individuals.

5. **Improve the public’s satisfaction with Tayside’s criminal justice system by 6% by 2014, through implementation of the Tayside CJA Communications Strategy.**

The communication objective is being developed by the Tayside CJA as a partnership indicator.

(Note: Objective 4 does not yet have a specific target; work is still ongoing to develop this.)

The structure of the SMART Objectives for 2011-14 departs considerably from the format employed by the CJA in the previous three-year planning cycle. As with previous years each objective is linked to specific actions however, unlike in previous years each objective now has specific performance indicators. The objectives, corresponding actions and performance indicators are now all presented together. This allows for a clearer understanding of what the CJA aims to achieve,
how it will be achieved, and how success will be measured. Each SMART Objective carries the following details:

- Rationale for choosing the objective
- Actions required for achieving the objective
- How the objective links to the priorities identified in the Area Plan 2011-14
- The high-level “above the waterline” performance indicator(s) for measuring the success in achieving the objective
- The “below the waterline” performance indicators that provide further context to the high-level indicator(s)

A copy of the full SMART Objectives is attached to this Report

4 FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report.

5 HUMAN RIGHTS IMPLICATIONS

There are no Human Rights implications arising as a result of the recommendations contained in this report.

6 EQUALITIES IMPLICATIONS

The issues dealt with in this Report have been the subject of consideration from an equalities perspective. An equalities impact assessment is not required.

7 CONSULTATION

The Chief Executive, the Director of Corporate Services, the Head of Finance and the Head of Law and Administration have been consulted in the preparation of this report.

8 CONCLUSION

This report informs elected members of the development by the Tayside Community Justice authority of five key SMART Objectives which Tayside CJA and its partners will focus on during 2011-14, within the Authority’s remit of reducing reoffending and improving public perception of the criminal justice system.

The five SMART Objectives will constitute the focus of the CJA’s work for 2011-14.

R PEAT
DIRECTOR OF SOCIAL WORK AND HEALTH

NOTE: No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

SW&H/RP/GB