

Report To: Inverclyde Community Health & Care Partnership Sub-Committee **Date:** 13 January 2011

Report By: Corporate Director Inverclyde Community Health & Care Partnership **Report No:** CHCP/03/2011/SMcA/AM

Contact Officer: Head of Children & Criminal Justice Service **Contact No** 01475 714006

Subject: North Strathclyde Community Justice Authority Annual Report 2009/10

1.0 PURPOSE

- 1.1 The purpose of the report is to inform the Sub-Committee of the publication of the North Strathclyde Community Justice Authority (NSCJA) Annual Report 2009/10.

2.0 SUMMARY

- 2.1 The NSCJA Annual Report covers the period April 2009 to March 2010 and details progress and achievements of member Authorities and organisations towards the goals set out in the NSCJA Area Plan 2008/11.

3.0 RECOMMENDATION

- 3.1 The Sub-Committee is requested to note the contents of North Strathclyde Community Justice Authority Annual Report 2009/10.

Robert Murphy
Corporate Director
Inverclyde Community Health & Care
Partnership

4.0 BACKGROUND

- 4.1 North Strathclyde Community Justice Authority (NSCJA) is one of 8 Community Justice Authorities (CJAs) across Scotland. Their primary purpose, as set out in the Management of Offenders Etc. (Scotland) Act 2005, is to bring together a broad range of agencies to achieve a more co-ordinated approach to delivering quality services for offenders and their families at a local level, with the jointly agreed task of reducing re-offending.
- 4.2 This is the third Annual Report and highlights the NSCJA contribution to the Scottish Government's Reducing Reoffending Programme, which aims to break the cycle of re-offending by ensuring proportionate and early interventions with effective reintegration into the community. The Annual Report also outlines many developments that have taken place over 2009/10, particularly in the area of partnership working, to help ensure that the offender's journey ends positively for the individual and the community rather than continually returning to the criminal justice system through the 'revolving door' of offending.
- 4.3 During 2009/10 NSCJA introduced a system of sharing basic information on high risk violent offenders between Local Authorities and Strathclyde Police with the aim of increasing public protection in NSCJA communities. Inverclyde Council Criminal Justice Social Work Services has participated in this information exchange and is also taking a key role in reviewing the arrangements in 2010/11.
- 4.4 Services to Women Offenders have been a priority for NSCJA, particularly given the rise in the remand and prison population of women. During the reporting year, Inverclyde hosted the first NSCJA 'Practice Exchange' workshops which aimed to share practice, examine current developments and promote new ways of working together across agencies. This work is being further progressed in 2010/11 as a result of additional funding which NSCJA received to improve support services for women returning to the North Strathclyde area after release from prison. Inverclyde Council Criminal Justice Social Work Services is again at the forefront of this development through hosting a voluntary throughcare pilot for women offenders and will be reporting on the progress of the pilot at the end of March 2011.
- 4.5 In June 2009 revised national standards were introduced for the delivery of Community Service to increase the speed and immediacy of this community sentence. It is therefore encouraging to note that the Annual Report shows particular progress has been made across the 6 Local Authorities in relation to the efficiency of the arrangements to induct and place offenders on Community Service. Moreover, the quality of the service provided by staff within the Inverclyde Criminal Justice Social Work Community Service Team received particular recognition at a UK national level, when the Team won the Association of Public Service Excellence (APSE) award in the category of 'Best Service Team – Social Care' in September 2010.

5.0 PROPOSALS

- 5.1 The report notes progress in the provision of Criminal Justice Services between April 2009 and March 2010, and organization toward the goals set out in the NSCJA Plan 2008/11.

6.0 IMPLICATIONS

- 6.1 Legal:

None.

6.2 Finance:

None.

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments

6.3 Personnel:

None.

6.4 Equalities:

An equalities impact assessment will be an integral aspect of any implementation issues identified.

7.0 CONSULTATION

7.1 The report has been produced in consultation with NSCJA partners.

8.0 LIST OF BACKGROUND PAPERS

8.1 NSCJA Annual Report 2009/10 (Appendix 1).

8.2 NSCJA Area Plan 2008/11 (Appendix 2).

North Strathclyde Community Justice Authority

Annual Report 2009/10





Part of the Department
for Work and Pensions

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10.5%

*The reduction in
crime across NSCJA
09/10 ¹*

9995

*The number of
charges proved in
Courts across
NSCJA 08/09 ²*

13.2%

*Those that received
Community Service
on a Probation
Order ³*

13.8%

*received a custodial
sentence*

41%

*of which were sentenced to
under 3 months*

Foreword



As Convener of North Strathclyde Community Justice Authority (NSCJA), I am pleased to present our third Annual Report.

Our Area Plan 2008/11 reflects the national and local priorities and sets out how NSCJA will work with the constituent Local Authorities, the Police, the Scottish Prison Service and other partners from a wide range of agencies across all sectors, to reduce re-offending in communities across the NSCJA area.

This Annual Report covers the period April 2009 to March 2010 and details the progress and achievements our partners have made during the last year towards the goals set in our Area Plan 2008-11.

A great deal of work is already being carried out to tackle offending and re-offending in order that citizens across the NSCJA area can feel safer in their communities.

I am confident that we can continue to make a significant impact on reducing re-offending in the NSCJA area.

A handwritten signature in black ink that reads "Douglas A. Yates". The signature is written in a cursive style with a large, sweeping flourish at the end.

Councillor Douglas Yates
Convener

¹ Strathclyde Police Crime Statistics – Crime Groups 1-5

² Criminal proceedings in Scottish Courts 2008-09

³ Criminal proceedings in Scottish Courts 2008-09

North Strathclyde Community Justice Authority

Introduction

North Strathclyde Community Justice Authority (NSCJA) is one of 8 Community Justice Authorities (CJAs) across Scotland.

The primary purpose of CJAs as set out in the Management of Offenders Etc. (Scotland) Act 2005 is to bring together a broad range of agencies to achieve a more co-ordinated approach to delivering quality services for offenders and their families at a local level, with the jointly agreed task of reducing re-offending.

North Strathclyde CJA

NSCJA comprises the six constituent Local Authorities of Argyll and Bute, East Dunbartonshire, East Renfrewshire, Inverclyde, Renfrewshire and West Dunbartonshire. Each Local Authority provides an elected member and substitute member to the CJA board.

Two of these members, from different local authorities, fulfil the role of Convener and Vice-Convener. The CJA meets in an open forum, quarterly, in Renfrewshire Council chambers.

The Local Authorities are represented at CJA meetings by Senior Council Officers together with senior representatives from our other statutory partners. These are:

- The Scottish Prison Service
- Strathclyde Police
- NHS Greater Glasgow and Clyde
- NHS Highland
- Crown Office and Procurator Fiscal Service.
- Scottish Court Services
- Victim Support Scotland
- Apex Scotland
- Action For Children
- Sacro
- Turning Point Scotland

Minutes and reports for all our meetings can be obtained from our website www.nscja.co.uk.

We also communicate with a number of other strategic partnerships in each of North Strathclyde's Local Authority areas, for example:

- Community Planning Partnerships
- Community Safety Partnerships
- Alcohol and Drug Partnerships
- Violence Against Women Partnerships

NSCJA is also represented at the:

- Argyll & Clyde Criminal Justice Board.
- The Sheriff Principal's Meeting
- MAPPA Strategic Group
- Reducing Reoffending Programme Young People Who Offend Project
- National Finance Officers Group

How we add

Value

43% Reconviction rate in NSCJA

45% Reconviction rate in Scotland

The focus of all eight CJAs is in reducing reoffending in their local areas. The main approach is the development and monitoring of a three year Area Plan and associated annual Action Plans through consultation with partners. Achieving the aims and objectives set in the plans involves a multi agency approach.

CJAs also recognise the need to play an active role in national policy developments
We are able to do this in a number of ways.

Reducing Re-offending Programme (RRP)

Along with all other CJAs and our partner organisations we have participated in the Scottish Governments Reducing Reoffending Programme. This programme has been established to bring together the key organisations to address improvements in the way we work in the justice system.

There are five main workstreams within which the CJAs are making a unique independent contribution;

Community Reintegration
Young People who Offend
Pre Disposal
Effective Community Disposals
Custodial Sentence Management

NSCJA actively contribute to the Young People who Offend workstream.

It is anticipated that improvements arising from the work of the RRP will be implemented during the period 2011/14.

67%

*Those convicted within 2
years of being released
from a custodial sentence
in NSCJA*

CJAs Working Together

The Convenors and Chief Officers of all eight CJAs work closely together to improve and influence community justice across Scotland. We have regular meetings with a range of national bodies including The Scottish Government, the Convention of Scottish Local Authorities (CoSLA), the Scottish Prison Service (SPS) and the Association of Directors of Social Work (ADSW). These meetings are used as forums to discuss current and emerging justice policy and to agree the position of CJAs.

During the past year CJAs have also had a series of meetings with Scottish Ministers which enabled various justice and inter related issues to be raised directly with the responsible Minister.

In 2009/10 CJA representatives met with:

Kenny MacAskill	Cabinet Secretary for Justice
John Swinney	Cabinet Secretary for Finance and Sustainable Growth
Keith Brown	Minister for Skills and Lifelong Learning
Nicola Sturgeon	Deputy First Minister and Cabinet Secretary for Health & Wellbeing
Fergus Ewing	Minister for Community Safety

In addition to these meetings CJA representatives have also jointly provided written and further verbal evidence to the Parliamentary Committees that scrutinised the Criminal Justice and Licensing (Scotland) Bill.

Working with National Organisations

CJAs work with a number of national organisations to develop and progress towards a set of shared aims and objectives that will be the basis for our Area Plan 2011-14:

Association of Directors of Social Work
Convention of Scottish Local Authorities
Scottish Prison Service Board

The Conveners also meet together regularly and are members of the CoSLA Community Safety Executive Group. In 2009/10 they participated in a series of events to develop their capacity as a group to champion CJA issues nationally.

48%

***Those convicted within 2
years of completing a
community sentence
in NSCJA***

Our Progress



During 2009/10 we continued implementation of our 2008-11 Area Plan and began consultation with all of our partners on developing our next three year Area Plan for the period 2011 to 2014.

Governance

During 2009/10 we improved our organisational governance arrangements by introducing the following;

- Service Level Agreement – Renfrewshire Council, Financial Services
- Service Level Agreement – Renfrewshire Council, Corporate Services
- NSCJA Code of Corporate Governance
- NSCJA Lone Working Policy
- NSCJA Local Authority Conditions of Grant

Area Plan 2008-11

This has been the second year of the 2008/11 Area Plan. The implementation and progress monitoring of the plan is the responsibility of our Area Plan Implementation Group (APIG). This group consists of representatives from all of our statutory partners and meets quarterly. The group receives progress reports from the responsible officers assigned specific actions from the associated annual Action Plan.

During 2009/10 the APIG met 4 times and completed 29 out of 40 actions. ([see Appendix1](#)).

73%
*of actions completed
during 2009/10*

The Area Plan 2008/11 and the Annual Action Plans can be found on our website at www.nscja.co.uk

Violent Offenders

During 2009/10 we introduced a system for sharing basic information on high risk violent offenders between the Local Authorities and Strathclyde Police. The aim of the system is to increase public protection in NSCJA communities by ensuring that the police are informed when a person who meets the following criteria is released from prison:

- Convicted of a violent offence(s)
- Assessed as a high risk of reoffending
- Assessed as a high risk of causing harm to others

Routinely the police do not receive this information when such persons are released from prison and therefore are not alerted that they are living back in communities. NSCJA has worked with partners to resolve this and are committed to jointly reviewing this arrangement during 2010/11.

Multi Agency Prolific Offender Strategy (MAPOS)

MAPOS has been operational since April 2008. It aims to contribute to the National Offender Strategy outcome of reducing reoffending by 2%, by planned targeting of prolific offenders by Strathclyde Police, the Crown Office and Procurator Fiscal Service (COPFS) and Criminal Justice Social Work (CJSW). This meets the criteria of immediacy, relevancy, effectiveness and visibility through the selective targeting of those causing most distress to communities, by co-ordinating rapid, multi-agency responses to prolific offenders

The strategy expanded on an existing agreement between Strathclyde Police 'K' Division and the Procurator Fiscal Offices in Paisley and Inverclyde, to include agencies that could provide support to the identified individuals. This support came with the inclusion of Criminal Justice Social Work; NHS Addictions Services; Scottish Prison Service; Turning Point Scotland and Victim Support Scotland.

The target group for the strategy are those prolific offenders who commit acquisitive crimes, within the 'K' division area (Renfrewshire and Inverclyde).

11
MAPOS clients subject to a DTTO

Overall, the most positive engagement came from people with addiction issues that received a Drug Treatment and Testing Order. It would seem that the combination of the rigorous policing via MAPOS and the offer of the support of a DTTO motivated people to address their addiction as an alternative to custody.

The strategy was evaluated in May 2009 and a report was submitted to Scottish Government. A number of actions arising from the evaluation have been addressed during the year. The strategy is due to be reviewed again in late 2010.

Turnaround Residential Unit

In June 2009 a 10 bed residential unit for young male offenders with multiple issues opened on the outskirts of Paisley.

The residential unit is the centre piece of a larger project which includes 4 community based support centres for young male offenders. Turning Point Scotland are the lead organisation in the project contracting with Apex Scotland and Venture Trust to provide employment support and outward bound activities.

The project is funded by the Scottish Government and nine independent funders are represented by the Robertson Trust*. The funding is administered by North Strathclyde CJA and monitored by a multi partner finance group

Last Year (2009/10) 54 young males completed their residential programme successfully and 203 new cases were opened in the community based service.

56
The number of prolific offenders referred to CJSW under MAPOS

80
The daily average number of young men from NSCJA in prison

* The Robertson Trust; Lloyds TSB Foundation for Scotland; The Monument Trust; The Henry Smith Trust; The Tudor Trust; The Gannochy Trust; The Dulverton Trust, Esmee Fairbairn Foundation and KPMG Foundation.

Improvements in Community Service

An audit of community service practice conducted by the 6 Local Authorities and published in January 2010 showed a marked improvement in performance compared to a similar exercise conducted in 2009.

An example of the improvements made can be seen in the following indicators:

62% of offenders were interviewed / reviewed on the same day of their sentence – up from 44% the previous year.

77% of offenders started work within 7 days of their sentence – up from 18% the previous year.

99%
people happy with work carried out by Community Service

During 2009/10 NSCJA allocated an additional £161,979 to the Local Authorities to enable them to speed up the process of Community Service Orders and we are confident that the authorities will continue to improve upon these indicators.

In 2009/10 staff at Inverclyde Community Service were recipients of a Pride of Inverclyde award, in the Safe and Sustainable category, in recognition of their work.

Services to Women Offenders

During the reporting year, NSCJA received an additional £100,000 to improve support services for women returning to the North Strathclyde area after release from prison.

Part of the funding was allocated to Circle Scotland (www.circlescotland.org), who have a history of success in supporting women offenders with children in other areas of Scotland. The Robertson Trust also provided funding towards the project.

This joint funding means that support is available to women offenders, from the six Local Authorities across the CJA area, who are released from both HMP &YOI Cornton Vale and HMP Greenock.

The remainder of the extra funding was allocated to two lead Local Authorities to enable them to improve the Throughcare Service available to women serving short term sentences. Our aim in allocating the extra funding is to improve the support services for women offenders and reduce the number returning to prison.

NSCJA has established a steering group to assist in the development of these services. The group involves representatives from the Local Authorities, Circle Scotland and the Scottish Prison Service.

300%
The improvement in the number of clients commencing unpaid work within 7 days across NSCJA

37
The daily average number of women from NSCJA in prison

Domestic Violence

During the period November 2009 – January 2010, NSCJA worked closely with a broad range of partners to develop a funding bid to introduce the Caledonian System to all our Local Authority areas. The Caledonian System is an integrated approach to address men's domestic abuse and to improve the lives of women, children and men.

The "bid team" collated all the supporting evidence that was required and consulted with key stakeholders across the NSCJA area. Two consultation events with stakeholders were held to ensure broad support for the initiative. Letters of support for the bid were also received from the Sheriff Principal, Area Procurator Fiscal and the Divisional Police Commander. The submission highlighted, to the Scottish Government, the level of need in the area, 3 of our 6 Local Authorities are in the top 10 for reported incidents per 10000 population, one of which is the highest in Scotland.

Unfortunately despite the intensive work carried out on the bid, it was unsuccessful at this time. The work will be used to resubmit a bid at the next funding round.

HMP Low Moss Throughcare

The new HM Prison Low Moss is under construction at Low Moss in East Dunbartonshire, on the outskirts of Bishopbriggs and Kirkintilloch. The SPS is currently taking forward work on planning for operation of the new prison. This is a very substantial task and requires comprehensive planning in order to ensure that the prison is ready to open in early 2012, fully equipped and staffed.

The prison will provide 700 cells as well as facilities to help prisoners address their reoffending and reintegrate into the community on their release from prison. These facilities will include a link centre where prisoners will be able to deal with matters relating to employment, housing, social work, throughcare addiction service, etc. They will also include the provision of programmes to address offending; of education; and of vocational skills.

858

***NSCJA residents in
prison on any one day***

NSCJA in conjunction with the Scottish Prison Service Partnership and Commissioning Directorate, have compiled an operational systems plan to develop throughcare services.

The NSCJA Low Moss Throughcare Steering Group has been set up to manage the plan. Four sub –groups were established to develop protocols with relevant partners in the following cross cutting areas:

- Housing
- Literacy
- Employability
- Addictions

Work on the protocols will progress during 2010-11, with a view of submitting the final draft suite of protocols by the end of December 2010. The sub groups will also interface with national initiatives to ensure consistency of approach. It is envisaged that once developed and accepted, the suite of protocols can also be introduced to HMP Greenock.

Managing Resources



Allocating Funding to Local Authorities

In 2009/10 NSCJA allocated £10.5m of Section 27 grant to the Criminal Justice Social Work Services across our six Local Authorities. NSCJA established a series of meetings with the Chief Social Work Officers (CSWOs) of the six Local Authorities to agree the grant allocation. Various models based on workload levels were considered before an agreement was reached. This resulted in approximately £300k being reallocated from one Local Authority to four of the other authorities.

Details of the allocation are presented in [Appendix 2](#)

Monitoring Local Authority Grant Expenditure

NSCJA has established quarterly finance monitoring meetings with all six Local Authorities to monitor grant expenditure. Each Local Authority submits a financial declaration report outlining any projected overspend/ underspend on the allocated grant; any rectifying actions taken and associated financial risks. Using these reports, the projected expenditure by authorities to the end of each financial year is monitored, with adjustments made where possible to fully utilise the grant we received. In 2009-10 we reallocated £70k from under spending authorities to overspending authorities.

In addition to this local meeting the NSCJA Chief Officer chairs the National Finance Group which is attended by the Treasurers from the eight CJAs. The purpose of this meeting is to share good practice and achieve consistency across Scotland in relation to financial matters.

Conditions of Grant for Local Authorities

Last year NSCJA were the first CJA to introduce a 'conditions of grant' agreement with the six Local Authorities. The agreements will be signed by the CSWOs giving assurance that the allocated grant will be used appropriately and outlined conditions will be met. These conditions for example set out how the grant can be used and requires the authorities to provide NSCJA with an Annual Report outlining the range of services provided by the grant. Future copies of the reports will be posted on our website www.nscja.co.uk.

Service Redesign

In March 2010 at a regular meeting between NSCJA and the Chief Social Work Officers a decision was taken to progress a redesign of Criminal Justice Social Work services, commencing with Drug Treatment and Testing Order (DTTO) services, followed by an expansion to consider all aspects of criminal justice social work service delivery across the CJA area.

A Project Implementation Board was established to take this forward and the overall aim of the project is to:

- improve service resilience
- improve service flexibility
- create cost efficiency savings over the period 2011/14
- further develop shared services across the CJA
- improve service delivery to meet CJA and other local plans
- create clear accountability for the delivery of services

It is anticipated that recommendations from the Criminal Justice Social Work redesign will initially be presented, for discussion and decision, to individual Local Authorities and the NSCJA board by the end of March 2011. The agreed changes to services will be subject to a phased implementation during 2011-14.

Running Costs

NSCJA received an administration grant of £216,196 in 2008/09 from the Scottish Government to cover running costs for the CJA. This funding covered the salaries of the 3 full time staff, a small remuneration for the Convener and property costs.

It is also used to purchase Legal, Finance, Human Resource and Corporate Services support from Renfrewshire Council. This grant covers the costs of events and other activities that NSCJA organise to bring partners together to address key issues.

Our annual accounts for 2009-10 will be published on our website once laid before the Scottish Parliament. The 2008/09 income and expenditure account and balance sheet is shown at [Appendix 3](#) to this report.

www.nscja.co.uk

Communication



NSCJA promotes good practice in offender management and reducing reoffending in a variety of ways.

Workshops

During 2009/10 we held workshops on the following areas of practice

- Sharing information in high risk violent offenders, including Local Authorities and police
- Working with persistent offenders (MAPOS) involving police, Local Authorities, SPS, COPFS, SCS
- Caledonian System Bid information event involving a wide range of relevant agencies e.g. Local Authorities, Violence Against Women, Victim Support, NHS, Women and Children First, Domestic Abuse Pathfinder

Sharing Good Practice

In collaboration with the other CJAs, reports on areas of good practice, in each of our CJA areas, are circulated to be shared with our relevant partner organisations. These areas are also submitted for posting on the Scottish Government Justice Division's information sharing website 'SharePoint'.

Newsletters – “The Authority”

During the past year we have published 3 newsletters each of which were circulated to approx 700 individuals and organisations with an interest in justice issues in North Strathclyde. Each newsletter contains articles highlighting a particular service or project aimed at reducing reoffending in our area. Last year these topics were Community Service Schemes, The Scottish Prison Service and work being carried out by our voluntary sector partners.



Public Consultation Event

Improving Justice in your community

On the evening of 2nd November 2009, NSCJA and 7 of our partner organisations held a public consultation event in Paisley Town Hall. Approximately 150 individuals from local groups were invited to the event and 48 attended. The event consisted of a series of short presentations on services to reduce re-offending by the partner organisations followed by a question and answer session chaired by NSCJA Convener Councillor Douglas Yates.

Training

The NSCJA Training and Development Strategy highlights the importance of local training and development initiatives and activity. This aspect is critical in ensuring that learning and practice development responds to identified CJA priorities, the Area Planning process and specified aspects of continuous professional development. It is intended to complement the national training agenda, to strengthen and consolidate, and provide “fertile ground” for legislative changes, practice development and service improvement.

During 2009 – 2010 this has encompassed a range of events and developments. The Training & Development Officer has been involved in supporting these during the year, ranging from direct delivery or group facilitation through to “brokerage” for inputs from practice experts.

The events cover a range of both National and NSCJA priority areas:

- CSOGP
- RM2000/ SA07
- Constructs PSSO
- LS/CMI
- ViSOR
- Community Service
- Working with Women Offenders
- SARA
- Motivational Interviewing
- Risk Assessment and Management
- MAPPA

Significant outcomes and brief descriptors can be found in [Appendix 4](#).

A full report from our Training and Development Officer can be found on our website at www.nscja.co.uk.

Our Future **FOCUS**

Area Plan 2011/14

In December 2009 consultation began on our next Area Plan by holding a full day workshop for all partner organisations to agree our strategic aims and objectives for the next three year period. A follow up half day workshop with the members of NSCJA board was held, to agree the priorities that would be addressed in the 3 year period 2011/14.

In addition to the local consultation exercises, workshops were arranged with the other CJAs to establish, in collaboration with the SPS, CoSLA and ADSW, four joint aims which we will be progressed on a national level over the 3 year period 2011-14. Details of these and other aspects of our plan can be found on our website at www.nscja.co.uk.

The outcomes of both exercises were developed into the first draft of the new plan which was then subject to further rounds of consultation and subsequently amended until the final draft was agreed prior to submission to the NSCJA board and the Scottish Government.

North Strathclyde
Community Justice Authority

Area Plan 2011/2014

Progress against the 2009-10 Action Plan				
Key	● action has been achieved	● action will be achieved within timescale	● action will be achieved outwith timescale	● action will not be achieved
<p>If actions are carried forward into 2010/11 this will be noted in the comments field.</p> <p>The Outcomes Influenced column refers to the Outcomes detailed in the National Strategy for Management of Offenders and those adopted for the CJA National Performance Framework</p>				
Action points	Action planned for 2009/10	Outcomes influenced	Progress	Comments
1.1	Ensure Multi Agency Public Protection Arrangements (MAPPA) for Violent Offenders are fully implemented at national roll-out	C1, C2, O9, S1, S3,	●	The Government is considering bringing violent offenders into the MAPPA arrangements but not until 2011 at the earliest. This will be reflected in the 2011-14 Area Plan.
1.2	Train key staff across responsible authorities in use of assessment procedures for violence	C1, S2	●	Key staff trained as per Training officer report
1.3	Identify appropriate programmed interventions for violent offenders and introduce access to interventions to be included in MAPPA.	C1, C2, O9 S4	●	There are currently no accredited interventions available for violent offenders in Scotland, and no funding available funding available to NSCJA to develop such.
2.1	Establish accredited programme for perpetrators of domestic violence (Caledonian System)	C1, C2, O9, S4	●	The outcome of this Action will be dependant on a successful bid submission.
2.2	Introduce National Toolkit for the prosecution of domestic violence case	O3, S2,	●	Training has taken place, however the introduction of a domestic abuse court has been delayed on decision of Sheriff Principle.
2.3	Evaluate the effectiveness of the Multi Agency Prolific Offender Strategy (MAPOS) <i>Follow on from 2008-09 Action Plan Action 2.1</i>	C1, C2, O9 S2, S3, S4	●	Evaluation event completed. Report submitted to SGJJD
2.4	Monitor and evaluate the Turn-around service in the community and residential unit.	C1, C2, O9 S2, S3, S4	●	All meetings attended. Evaluation provider identified. Evaluation started 1.2.10
3.1	Review interface between the Hearing/Court systems arrangements for young offenders. <i>Follow on from 2008-09 Action Plan Action 3.1</i>	C1, S1	●	This action has been subsumed by the Reducing Re-offending Programme project 'Young People who Offend'
3.2	Review the 'Moving On' Renfrewshire project <i>Follow on from Action 3.3 in 2008/09 plan.</i>	C1, C2, O10 3, O5, O9 S2, S4	●	Independent evaluation carried out.
4.1	Implement changes created by the Review of Community Penalties (Reform & Revitalise)	C1-C7, O9, S1	●	Sub group established to look at community service. The results of the Community Service Audit will show

Action points	Action planned for 2009/10	Outcomes influenced	Progress	Comments
4.2	Implement changes created by 'Scotland's Choice' and 'Fast, Fair and Flexible Justice'.	ALL	●	
4.3	Improve family engagement with Community Supervision	C7, O9, S1, S4	●	Workshop has been successfully carried out. It is likely that this will be included in the visibility of the New Community Payback Order.
5.1	Implement NSCJA offender employment strategy	C1, C2, O5	●	Moving Forward project implemented. Disengagement from Job Centre Plus has had a negative impact on this action being achieved,
5.2	Progress the 'Transition's to Employment' project in West Dunbartonshire to Argyll & Bute and East Dunbartonshire. <i>Follow on from 2008-09 Action Plan Action 7</i>	C1, C2, O5	●	The project supported 99 individuals on an ongoing basis of whom 46 were supported into employment training or education. Improvements and alterations to this service are contingent on security of funding: currently through non-core grant, with match funding via ESF in respect of West Dunbartonshire.
5.3	Evaluate Moving Forward initiative. <i>Follow on from 2008-09 Action Plan Action 7.1</i>	C1, C2, O5	●	Disengagement from Job Centre Plus has had a negative impact on this action being achieved, as per 5.1
5.4	Explore the use of Speech and Language Therapy for Offenders in custody and in the community to address offending behaviour; increase literacy skills and employability prospects. <i>Follow on from 2008-09 Action Plan Action 7.5</i>	C1, C2, O5	●	Multi agency training took place with positive feedback. SLT sits on NSCJA Literacies strategy group Work ongoing acting on recommendations from SG offender learning report
6.1	Continue to develop tailored services specifically for women offenders in order to reduce offending rates. <i>Follow on from 2008-09 Action Plan Action 5</i>	C1,C2, C3/4, S2, S4	●	This action will continue into 10/11 action plan given the new monies and the emphasis on this group of offenders. Within Renfrewshire Julie Kelly has been asked to take forward the October workshop on families, peers and communities looking at what work is done locally and looking into Families Outside capacity to provide short presentation. Circles staff member would also be in place by that time and throughcare post could also assist by providing updates regarding their work. Inputs plus discussion.
7.1	Increase the proportion of prisoners from the NSCJA area held in HMP Greenock.	C3/4, S1, S2	●	The proportion of offenders from NSCJA has remained at approximately 60% over the last year.
7.2	Consider current practice and initiatives in voluntary throughcare and Throughcare Addiction Service (TAS) provision. (contributing to 'Equally Well' Action 58)	C1, C2, O3, S1,S2	●	A report was presented on the current Throughcare position. This is an area that will be reviewed in depth as part of the 2011-14 Area Plan.

Appendix 1

Action points	Action planned for 2009/10	Outcomes influenced	Progress	Comments
7.3	Improve family engagement with the Integrated Case Management (ICM) process <i>Follow on from 2008-09 Action Plan Action 6.5</i>	C7, O9, S1, S4	●	Processes have been put in place across the SPS estate to actively encourage families' attendance at case conferences. The average attendance at HMP Greenock from April 2009 to January 2010 is 12.07%. This has fluctuated month on month from 11% to 43%.
8.1	Work towards comprehensive range of addiction services being available in all areas	C1, C2, O1, O3, O9, S4	●	A review of the DTTO service has been carried out. The evaluation of the Turnaround service has been commissioned and started on 1.2.10
8.2	Ensure strategic links established with Alcohol and Drug Partnerships (ADPs) in NSCJA	S1, S2	●	Joint conference has been carried out Strategic priorities have yet to be agreed. The Chief Officer has attended the Renfrewshire ADP. This forum will be formally consulted on the 11/14 Area Plan.
8.3	Develop joint plan with NHS Greater Glasgow & Clyde focusing on 'Equally Well: Report of the Ministerial Task Force on Health Inequalities'.	O1, O3, S1, S2	●	Actions carried forward to 2010/11 Action Plan
9.1	Continue to develop services to sustain or improve physical and mental well being	O1, S2	●	SPS Exit survey figures are not collated by SPS. Therefore the success of this action is outwith the control of NSCJA.
9.2	Improve transitions in health services between custody and the community. (contributing to 'Equally Well' Action 58). <i>Follow on from 2008-09 Action Plan Action</i>	O1, S2	●	Actions carried forward to 2010/11 Action Plan
10.1	Develop services to improve offender accommodation taking cognisance of findings of national accommodation audit.	C1, C2, O2, S2	●	Given the ongoing problems with accessing suitable accommodation and the change of focus and redirection of resources in other areas, this action was not progressed.
11.1	Explore innovative ways that children's needs can be addressed	C1, O9, S2	●	Young people are an area that requires work however there is limited capacity to take forward. Within Renfrewshire staff do not recommend the end of statutory supervision for young people offending, however panels are often continuing to do this. Take forward More Choices More Chances. Renfrewshire is one of the pilot areas for Activity Agreements for 16-18 year old not involved in employment, education and training. HMYOI Polmont runs a successful Positive parenting Skills course for young male offenders. This will be addressed through the YPWO RRP project, the Caledonian system if successful.

Action points	Action planned for 2009/10	Outcomes influenced	Progress	Comments
11.2	Analyse if transport and accessibility issues for visitors to HMP Greenock exist <i>Follow on from 2008-09 Action Plan Action 6.3</i>	C7	●	HMP Greenock have introduced travel plans in conjunction with the local authority.
12.1	Victim Support Scotland are commissioning a national satisfaction survey of victims to identify good practice and areas for improvement.	C1, C2, C5	●	Action not achieved
12.2	Pilot discreet information service, for victims of MAPOS offenders, on the case management of the perpetrator.	C1, C2, C5	●	Information Sharing process has been established.
13.1	Review training requirements for criminal justice and plan for accordingly	S1	●	Training and Development plan in place for all national initiatives
13.2	Provide joint training for inter agency workforce	S1	●	Joint training has been provided in a number of forums and disciplines.
13.3	Provide multi agency training in the use of new Risk Assessment tool LS-CMI	S1, S3	●	LS/CMI paper based pilot taking place in Renfrewshire. 36 staff trained in LS/CMI - note all Renfrewshire, including Voluntary Organisations and RMA staff, as at pilot stage, 31 staff attended a briefing on LS/CMI (all areas & agencies in partnership across NSCJA
14.1	Continued use of communication avenues to promote and publicise the work carried out by the criminal justice system.	C1,C2, C3/4,	●	Regular newsletter published; programme of community information events agreed; good practice information uploaded on SharePoint website.
14.2	Communicate to Sentencers the range and quality of disposals available for offenders in area.	C2, C5.	●	Sentencers have been briefed on the sentencers website. They are kept up to date on changes to and introduction of new orders and associated interventions at their disposal.
14.3	Share information with other CJAs on areas of good practice of partner agencies within NSCJA.	C1,C2, C3/4, C5	●	Good Practice sharing process in place. SharePoint used to communicate to other areas
15.1	Ensure all aspects of Performance Management and any new developments including inspection findings are encapsulated in Performance Framework.	S1	●	The NPF has been put on hold which has had a knock on effect on the LPF. The introduction of LSCMI has been postponed. Reports have been submitted on time to APIG and Board.
16.1	Continually develop resource analysis framework	C2, S1, S2.	●	A review of non-core services has been initiated specifically looking at DTTO and Programme Delivery.
16.2	Establish system to identify level of resources directed to NSCJA area plan by partner agencies.	S1, S2	●	This action has not been progressed at this stage due to change in focus and realignment of resources.
16.3	Ensure compliance with the management statement/ financial memorandum	S1, S2	●	There has been compliance throughout the year with the financial memorandum and management statement

NSCJA 2009/10 Indicative Allocation

Appendix 2

Service	2009/10 Allocation	Renfrewshire	East Renfrewshire	Inverclyde	AB & Duns Partnership
Core					
Probation	£1,057,691	£342,811	£74,200	£123,191	£517,489
Community Service	£1,839,330	£473,615	£177,872	£375,037	£812,806
Social Enquiry Reports	£1,289,845	£380,223	£84,173	£292,288	£533,161
Throughcare	£880,711	£280,579	£50,107	£314,738	£235,287
Home Detention Curfew	£35,197	£11,379	£1,639	£9,161	£13,018
SAO	£367,469	£129,901		£75,460	£162,108
Diversions	£70,579	£19,355	£1,752	£15,120	£34,352
Bail	£189,019	£117,278		£49,131	£22,610
Court Services	£327,901	£166,096		£57,635	£104,170
Total Core Services	£6,057,742	£1,921,237	£389,743	£1,311,761	£2,435,001
Non Core					
Centrally Initiated Funding					
Arrest Referral	£49,200		£49,200		
Delivery of the National Training Programme	£60,000				£50,000
Fiscal Work Order Pilots	£50,000				£41,027
MAPPAs	£134,227	£8,725	£2,720	£81,755	£22,400
Throughcare Addiction Services	£59,700			£37,300	
Turnaround Project	£1,100,000				
Funding for Non-Centrally Initiated Areas of Work					
DTTO	£1,118,705		£666,178		£452,527
Forensic Service	£77,002		£47,020		£29,982
New Development Funding	£172,793	£51,811		£51,811	£69,171
Programme Delivery	£1,123,265	£588,044		£209,076	£326,145
SAO First Instance	£256,104	£169,029			£87,075
Substance Related Offending	£252,465	£154,536	£2,548	£77,839	£17,542
Supported Accommodation	£160,833	£28,146	£25,455	£39,555	£67,677
Caledonian Self Evaluation	£15,000	£1,000	£1,000	£3,000	£10,000
Total Non Core	£4,629,294	£2,161,291	£794,121	£500,336	£1,173,546
Overall Total	£10,687,036	£4,082,528	£1,183,864	£1,812,097	£3,608,547

Appendix 3

Annual Accounts 2008/09

Income and Expenditure Account for the Year ended 31 March 2009

This Account summarises the resources that have been generated and consumed in providing services and managing the CJA during the year along with all s27 grant income and expenditure related to the delivery of the core criminal justice social work services. It includes all day-to-day expenses and related income on an accruals basis.

2007/08 Budget	2007/08 Actual	Expenditure	2008/09 Budget	2008/09 Actual
£	£		£	£
136,774	105,892	Employee Costs	143,300	136,513
11,500	33,121	Property Costs	23,900	16,646
1,500	11,507	Supplies and Services	1,950	3,876
9,172,722	9,960,063	Payments to Other Bodies	10,036,600	10,788,817
1,290	32,560	Administration Costs	19,050	30,168
9,323,786	10,143,143	Gross Expenditure	10,244,800	10,976,020
		Income		
(9,172,722)	(9,923,126)	Grant from Scottish Government – Section 27	(10,008,600)	(10,720,936)
(151,064)	(198,517)	Grant from Scottish Government – Administration	(216,200)	(216,196)
0	(1,575)	Miscellaneous Income	0	0
0	(19,925)	Net Cost of Services	0	38,888
	(42,076)	Interest Income		(12,662)
0	(22,151)	(Surplus)/Deficit for Year	0	£26,226

Training Outcomes

National Training Objectives

The priorities during 2009/10 on delivery of the national training agenda have been to address outstanding waiting lists for existing accredited programmes.

The most significant outcomes are noted below

- **CSOGP**

2 further CJSW from Pathways Project, covering Inverclyde, Renfrewshire and East Renfrewshire successfully gained accreditation as CSOGP Group-work Facilitators.

13 staff attended CSOGP Case Managers training – although as at July 2010 this remains the one area of practice with a substantial waiting list of 16.

One member of staff successfully completed the associated Psychometrics training on the recently held national course.

- **RM2000/ SA07**

North Strathclyde hosted one further RM2000/SA07 training, with a further 16 staff accredited to use the assessment tools.

The T&DO co-delivered on several training events. The Effective Practice Unit are currently in negotiation with the master trainers for RM2000 and SA07, regarding plans for possible accreditation of T&DOs as trainers.

- **CONSTRUCTS PSSO**

One person completed the 5 day facilitator training. (Voluntary sector.)
18 CJSW staff completed the 3 day Case Manager course.

- **LS/CMI**

While the national roll out of LS/CMI has been considerably delayed, Renfrewshire Council were selected to pilot the introduction and implementation of the new risk assessment and management tool.

Between March and July 2009 38 individuals completed training in LS/CMI. This included all relevant CJ Social Workers in Renfrewshire, 2 staff from the Voluntary Sector (Action for Children), personnel from the RMA and the T&DO.

- **CJA Priorities**

ViSOR

At the start of the year, there was a high number of staff waiting for this course and so was a priority area for the CJA. Four events were run using trainers from social work and the police service. Thirty staff were trained.

Community Service

A one day session was held for community service supervisors in preparation for the impending introduction of CPO. It covered – implications of the new order; health and safety; child and adult protection; and pro-social modelling.

Working with Women Offenders

A series of practice exchanges was planned as a follow up to last year's multi-agency workshop focussing on work with women offenders. As one aspect of the adoption of an NSCJA strategy on working with women offenders, the series contributes by bringing together practitioners from all agencies to share practice, discuss developments and explore service improvements. A series of six sessions across an 18 month period will address each of six key strands in this area. At time of writing, one session has been held – hosted by Inverclyde Council – and a second is scheduled for September in Renfrewshire.

SARA

Three courses were delivered with funding being accessed from the Domestic Abuse training consortium. A total of 27 staff attended these sessions, including the T&DO, and are now accredited for use of the SARA assessment tool.

Motivational Interviewing

An identified need for staff training in motivational interviewing skills led to a pilot event in Argyll and Bute area. Rather than deliver this directly, it was agreed to work in partnership and employ the expertise of trainers from STRADA. Liaison with STRADA allowed the course to be tailored for CJSW staff focussing on offending behaviour. The pilot was successful with 13 staff participating, and further courses across the CJA area in future are being considered.

Risk Assessment and Management

The T&DO continued to work in partnership with the Risk Management Authority (RMA) for delivery of CD-ROM training in risk assessment and management. A further 10 staff were trained and the T&DO is now an accredited trainer for this tool.

MAPPA

In March 2010, the T&DO attended training for trainers in MAPPA. Revised materials have recently been issued and can be adapted for use across the CJA as required.

Scottish Government Consultations

The Scottish Government consult with stakeholders through events held in local CJA areas. The T&DO supports these events and has coordinated a number across NSCJA area. The events covered:

Community Service – preparations for CPO introduction.

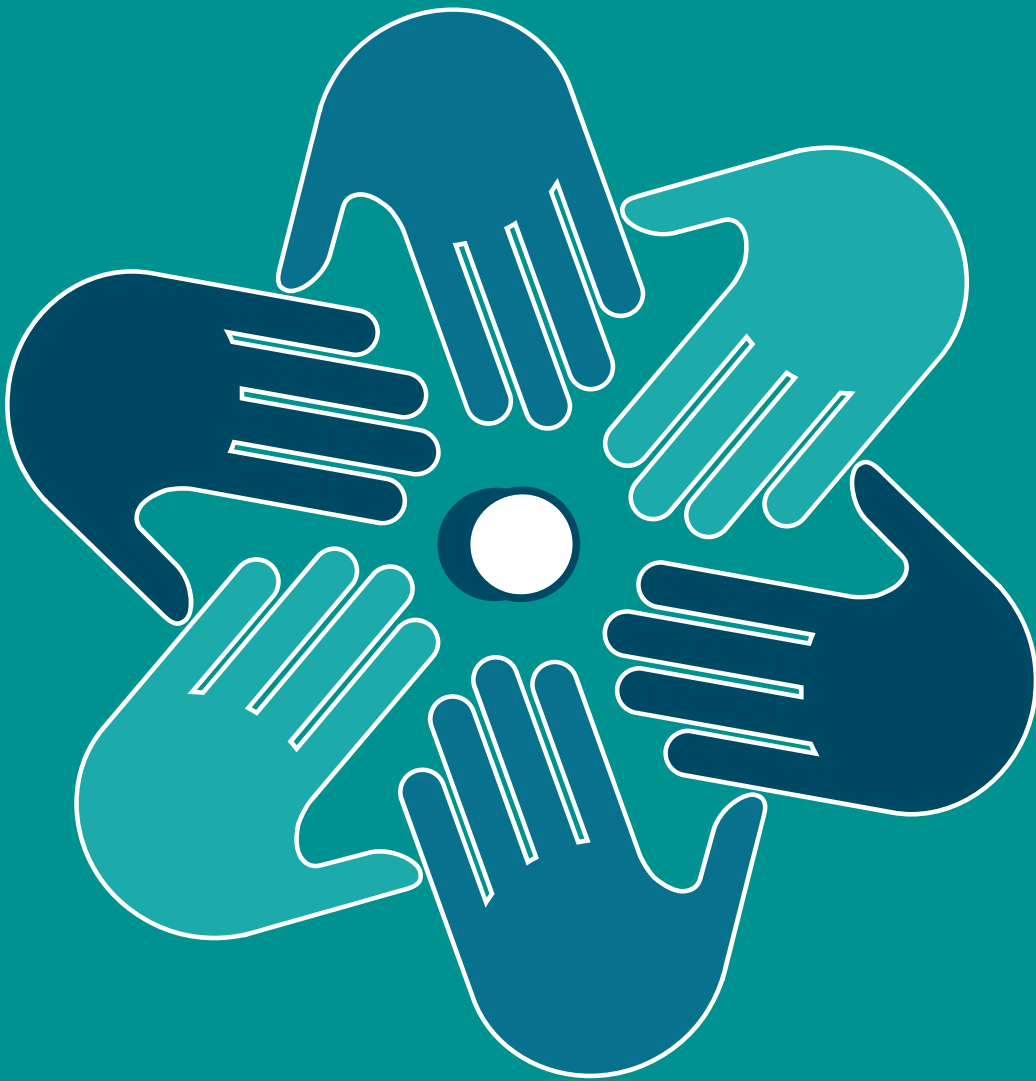
Information technology support for LS/CMI

High Risk Offenders – follow up by SWIA/ ADSW to multi-agency inspection

Glossary

ADP	Alcohol and Drug Partnership
ADSW	Association of Directors of Social Work
CHP	Community Health Partnership
CJA	Community Justice Authority
CJSW	Criminal Justice Social Work
Constructs: PSSO	Positive Steps to Stop Offending (Accredited programme for addressing offending behaviour for all male offenders aged 18 and over)
COPFS	Crown Office and Procurator Fiscal Service
CoSLA	Convention of Scottish Local Authorities
CSOGP	Community Sexual Offences Groupwork Programme
CSWO	Chief Social Work Officer
DTTO	Drug Treatment and Testing Orders
HMP	Her Majesty's Prison
LS-CMI	Level of Service / Case Management Inventory
MAPOS	Multi Agency Prolific Offenders Strategy
MAPPA	Multi Agency Public Protection Arrangements
NHS	National Health Service
RM 2000	Risk Matrix 2000 (Risk Assessment Tool)
RRP	Reducing Reoffending Programme
SA07	Stable and Acute 2007 (Risk Assessment Tool)
SARA	Spousal Assault Risk Assessment (a checklist designed to screen for risk factors of spousal or family-related assault)
SGCJD	Scottish Government Criminal Justice Directorate
SPS	Scottish Prison Service
TAS	Throughcare Addiction Service
T&DO	Training and Development Officer
ViSOR	Violent and Sex Offender Register
YOI	Young Offenders Institution

www.nscja.co.uk



Strengthening Community Justice Together

North Strathclyde Community Justice Authority



Strengthening Community Justice Together

North Strathclyde Community Justice Authority Area Plan 2008-11

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foreword



As Convener of the North Strathclyde Community Justice Authority (NSCJA), I am pleased to present our second Area Plan covering the 3 year period April 2008 – March 2011.

The National Strategy for the Management of Offenders (NSMO) sets expectations for tackling crime and reducing re-offending in Scotland. This plan reflects the National Strategy and sets out how NSCJA will work with the constituent local authorities, the Police; the Scottish Prison Service and partners from a wide range of agencies across all sectors, to reduce re-offending in communities across the NSCJA area.

Our aim is to make our communities safer and to have a consistent and integrated approach to managing offenders both in the community and whilst in custody.

Building stronger and safer communities requires a framework through which a range of agencies can work together to promote change and improvement. In the NSCJA area there is a long history of agencies working together. It is my hope that the CJA will further strengthen this approach by providing a forum in which agencies can solve problems together, share best practice, information and expertise.

We believe that NSCJA is on the cusp of changing the way that agencies work together in the management of offenders in order to reduce re-offending and maximise public protection.

This 3-year plan will be regarded as an organic document by NSCJA and partners which will evolve as work progresses and priorities change. The 2008-09 action plan, will set out the objectives and tasks for the coming year that we need to achieve to make progress towards our overall aims of reducing re-offending and increasing public protection.

Much is already being done to tackle the issue, and more will be done to address offending and anti-social behaviour in order that citizens across the NSCJA area can feel safer in their communities.

I am confident that we can meet the very challenging agenda, and continue to make a significant impact on reducing re-offending in the NSCJA area.

Councillor Douglas Yates
Convener

background

Eight Community Justice Authorities (CJA's) were established across Scotland in April 2006 by the Management of Offenders etc (Scotland) Act 2005 with the purpose of reducing re-offending, improving the management of offenders and making our communities safer. Each CJA is required to produce an area plan that identifies how the National Strategy for the Management of Offenders will be delivered locally.

North Strathclyde Community Justice Authority (NSCJA) covers the local authority areas of Argyll and Bute, East Dunbartonshire, East Renfrewshire, Inverclyde, Renfrewshire and West Dunbartonshire. Local authority councillors make up the CJA, with one elected member and a substitute, from each of the constituent local authorities. The CJA meets four times a year and these meetings are open to the public. Reports are published on our website www.nscja.co.uk

The CJA has a range of statutory partners including:

- The constituent local authorities; Argyll and Bute, East Dunbartonshire, East Renfrewshire, Inverclyde, Renfrewshire and West Dunbartonshire
- Scottish Prison Service
- Strathclyde Police
- Greater Glasgow and Clyde NHS
- Highland NHS
- Scottish Court Service
- Crown Office and Procurator Fiscal Service
- Victim Support Scotland
- Voluntary organisations who receive funding of over £100,000 from councils to provide services to offenders and their families. In NSCJA this includes Apex Scotland, National Children's Homes (NCH) Scotland and Turning Point Scotland.

These partners attend CJA meetings and contribute directly to the planning, monitoring and delivery of services.

Each CJA employs a Chief Officer. In North Strathclyde the Chief Officer is supported by a Personal Assistant and a Planning Officer. There are a number of working groups who are responsible for progressing the work of the Authority. Annex 1 details the operational arrangements of the CJA.

The role of the CJA is to plan, co-ordinate, monitor and report on the delivery of offender services.

The key functions are:

- To create an area plan which sets out local priorities agreed by partner organisations and monitor the delivery of the plan and its actions.
- To ensure co-operation and information sharing between criminal justice social work, Scottish Prison Service, police, health and partners.
- To promote good practice and new ways of working
- To allocate resources to local authority criminal justice social work and encourage the pooling of resources to support joint working of partners.
- To report annually to the Cabinet Secretary for Justice on the delivery of offender services.



introduction



The North Strathclyde Community Justice Authority (NSCJA) Area Plan 2008-11 sets out how partners in North Strathclyde will work together to improve the management of offenders and reduce re-offending in the Authority. The purpose of the plan is to provide a context, framework and vision for the development and delivery of criminal justice services within NSCJA, under the terms of the Management of Offenders etc (Scotland) Act 2005 and deliver the National Strategy for the Management of Offenders locally.

This plan builds on the first operational year of the CJA and as such the principle aims remain unchanged:

- Contribute to the reduction of re-offending within the Community Justice Authority area, thereby safeguarding and maintaining community safety and public protection by:
- Assessing and managing offenders consistently and effectively
- Providing a range of effective interventions and disposals for offenders

- Promoting the social inclusion of offenders through rehabilitation and effective integration into the community
- Facilitate joint working and sharing of information between all partner agencies involved in the Criminal Justice system
- Provide a platform for supporting and developing the workforce of all criminal justice agencies

Key objectives for this plan are to:

- Continue to improve practice in relation to the assessment and management of offenders and provide a range of effective interventions
- Build on partnership working across agencies to address the broad range of offender needs and support the integration of offenders into their communities
- Increase understanding and confidence in the criminal justice system
- Improve our understanding of management information



It is important to recognise that this three-year plan is being developed in a context of change. On 6 June 2007 the Cabinet Secretary for Justice announced a major review, which aimed to improve the management of offenders and reshape and revitalise community sentences. Membership of the CJA has recently changed following the elections in May 2007. As such the plan is likely to evolve over the three years it covers.

The plan was commissioned by the Scottish Executive and follows the national guidance provided. It identifies high-level goals and targets and requests partner organisations reflect these in their future strategic or operational plans and arrangements.

The plan has been developed in full consultation with partner organisations. The statutory partners have continued to meet on a regular basis since the CJA was established, initially creating the Area Plan for 2007-08 and then monitoring its delivery. Offender focus groups were held during summer 2007 involving a broad range of statutory and non-statutory partners. Views of offenders both in custody and in the

community have been secured through interview. Communities' views on crime and offending have been sought via community planning partners. The views of victims and families have been reflected by organisations such as Victim Support Scotland and Families Outside.

The plan follows the requirements of the guidance and includes:

- Our approach to reducing re-offending and managing offenders
- The profile of North Strathclyde CJA and trends in relation to crime and offending
- The priorities set by North Strathclyde CJA and outcomes to be achieved.
- Working together in new ways
- Developing and supporting the workforce
- Communication strategy
- Performance management
- Resources
- Improvement Action Plan

1

North Strathclyde

reducing re-offending and improving the management of offenders

The National Strategy for the Management of Offenders recognises that communities have a “right to expect public agencies to use their contact with known offenders to reduce the risk that they will offend again”. This is particularly relevant where there is serious concern in relation to public safety. While it is not possible for agencies to eliminate all risk it is important that steps are taken to manage the assessed risk posed by individual offenders.

Community Planning and Community Safety Partnerships recognise crime and offending behaviour as key issues to be addressed to make local communities safer places to live and work. A range of measures to prevent or divert offending behaviour are important elements in regeneration and social inclusion within our communities. The approach of the 2007-08 Area Plan remains appropriate and partners are committed to working together to achieve these aims.



The approach will include:

- Creating greater integration between criminal justice partners to ensure consistent effective and efficient working with offenders in custody and the community and particularly the transition between custody and the community.
- Criminal Justice Social Work and Scottish Prison Service and partner organisations undertaking assessments using recognised tools and providing interventions based on factors identified by research as effective in tackling offending behaviour. These approaches should recognise the impact on victims, families and communities.
- Improving access to services that address offenders’ needs such as housing, employment, benefits and health services and ensuring a joined up approach.
- Engaging with community planning and other partners to identify how outcomes for communities can best be delivered.



2

North Strathclyde CJA the context



North Strathclyde CJA has a population of approximately 630,000 and is situated in the West of Scotland along both banks of the River Clyde.

It is an area of contrasts. Argyll and Bute's population is spread across a wide geographical area, including a number of islands, with its main population located in a number of towns. This presents difficulties for its residents in accessing services. It is a rural economy based largely on low waged farming, fishing and tourism.

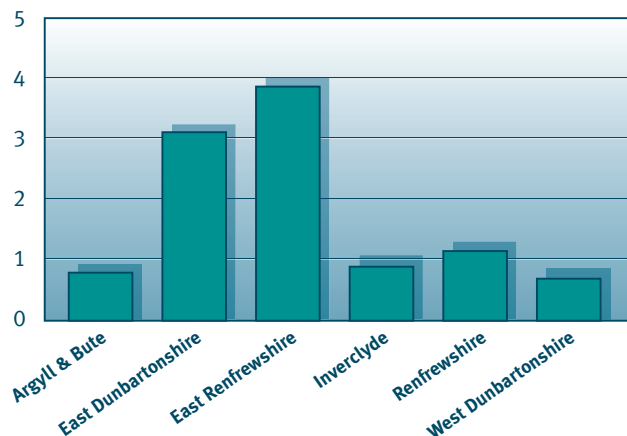
In the past West Dunbartonshire, Inverclyde and Renfrewshire were dependant on traditional heavy industries and ship building for employment. As these industries contracted a legacy of deprivation emerged. Inverclyde and West Dunbartonshire are amongst the local authority areas in Scotland with the highest proportion of deprived communities as identified by the Scottish Index of Multiple Deprivation (SIMD). Areas of Renfrewshire also experience difficulty. In these areas unemployment and dependence on benefit are significant concerns and as such are part of 'Closing the Opportunity Gap', an initiative aimed at improving employment rates in seven local authority areas across Scotland. While the Scottish unemployment rate is 4.2%, in these targeted areas this figure rises to 13.6%. Across the CJA there are approximately 49,000 people of working age who are not in employment.

Percentage of working age people who are employment deprived in the SIMD 2004 and SIMD 2006, by local authority area



East Dunbartonshire and East Renfrewshire have different demographic and economic profiles with higher rates of employment and areas of deprivation located in smaller pockets. Both these areas have higher representation of black and ethnic minority communities, over 3% of the population, compared to approximately 1% in the other local authority areas.

Percentage Black & Ethnic Minority



Health varies significantly across the communities of the authority. While alcohol related deaths in Scotland were approximately double the UK rate in 2004/05, the figures within Inverclyde, Renfrewshire and West Dunbartonshire exceed the trend at 78, 56 and 55 per 100,000 population respectively.

2.1

Crime

offending patterns and trends

Communities in the NSCJA area face challenges similar to those in other CJA areas in Scotland where multiple deprivation exists. In each area partnership working is at the heart of the approaches to make communities safer. As part of the Community Safety Strategy, Community Safety Partnerships work closely with local communities to address the most important issues for each area and develop practical solutions.

Common key themes across the Community Plans include:

- Reduction in anti-social behaviour
- Reduction in crime and fear of crime
- Reduction in domestic abuse
- Maintaining and improving public safety
- Reduction in substance misuse
- Multi agency approaches to persistent youth offending
- Multi agency approaches to violence

There is a clear alignment between the agenda of the Community Planning Partnerships and NSCJA and it will be important that the CJA contributes to the agenda.

This section now provides a brief overview of key statistics and trends in relation to crime within the authority.

North Strathclyde CJA has seven Sheriff Courts within its boundary. Dumbarton, Greenock and Paisley Sheriff Courts, situated in the large urban areas, are by far the busiest. Campbeltown, Dunoon, Oban and Rothesay Courts are situated in more rural communities. There are also a number of District Courts within the area.

In 2004/05 the most common offences across the CJA included driving offences, Breach of the Peace, theft and common assault. The figures in relation to housebreaking show a significant reduction at Greenock and Paisley Sheriff Courts from 2003/04 to 2004/05 with a reduction of 54% and 42% respectively.

The custody rates and use of disposals varies across the Courts. The extent to which this reflects the profile of the offender population of each Court or local practice is unclear.

Sentencing in Sheriff Summary Courts, all Crimes and Offences 2004/05

Sheriff Court	Percent Custody	Percent Community Service	Percent Probation	Percent Fined	Percent Other	Person with Charged Proved	Average Fine £s	Average Length of Custody (days)
Campbeltown	13	13	5	67	10	249	337	77
Dumbarton	18	18	7	53	15	2025	256	96
Dunoon	3	3	17	57	20	364	247	127
Greenock	21	21	8	40	24	1695	307	93
Oban	11	11	6	64	17	378	364	84
Paisley	16	16	10	50	18	2997	306	105
Rothesay	10	10	12	47	25	156	222	89
Scotland	15	15	10	52	17	82098	310	94



Criminal Justice Social Work services provide assessments for the Courts and Parole Board and supervise offenders in the community on orders and licences. The Criminal Justice Social Work Statistics 2005/06, the most recently published statistics, indicate that 4,311 Social Enquiry Reports were submitted to the Courts in that year. The number of reports completed has shown an upward trend since 2002/03. Fifty-five percent of reports written were on males aged 16-30 years, 10% were on young people under 18 years and 14% were on women. Inverclyde and West Dunbartonshire saw significantly more reports per 10,000 of the population, 155 and 133 respectively, than the national average of 116. East Dunbartonshire and East Renfrewshire were significantly lower at 48 and 50 per 10,000 of the population. Inverclyde, West Dunbartonshire and Renfrewshire have all seen significant rises in the number of Community Service Orders imposed, with a 56% increase across the CJA since 2003/04. There have been fluctuations in the number of Probation Orders imposed, for example Argyll and Bute have seen a significant rise of 34% to 148 orders in 2005/06.

Summary of Reports and Orders by Local Authority, 2005/06 Number per 10,000 Population

Local Authority	Number of Reports / Orders per 10,000 Population					
	SERs	CSOs	Probation Orders		SAOs	DTTOs (1)
			Total	POs with unpaid work		
Argyll & Bute	82.4	13.4	23.4	9.3	2.2	–
East Dunbartonshire	48.4	8.9	10.8	3.8	2.6	–
East Renfrewshire	50.3	9.1	7.5	4.7	3.1	0.3
Inverclyde	155.3	25.1	15.7	3.1	6.2	2.4
Renfrewshire	112.3	14.2	17.7	6.2	15.1	1.6
West Dunbartonshire	133	22.6	28	6.8	10.9	0.3
NSCJA	581.7	93.3	103.1	33.9	40.1	4.6
Scotland	116	16.4	23.2	7.4	10.6	1.7

- (1) The 2005/06 population rates for West Dunbartonshire are based on the population of the full partnerships.



2.1

Crime

offending patterns and trends

Following the closure of HMP Low Moss, there is now only one prison situated within the boundary of NSCJA, HMP Greenock. Figures from the Scottish Prison Service indicate that in 2006/07 2,191 prisoners were liberated to the North Strathclyde CJA Area. Of these 78% were serving a period of remand, fine default or a sentence of less than 6 months. On 28/03/07 the prison population from NSCJA included 781 individuals. Of this group 753 were males and 28 women, 117 were young offenders (under 21years). Approximately 43% had been imprisoned for crimes of violence. There were prisoners held in every establishment across the estate.

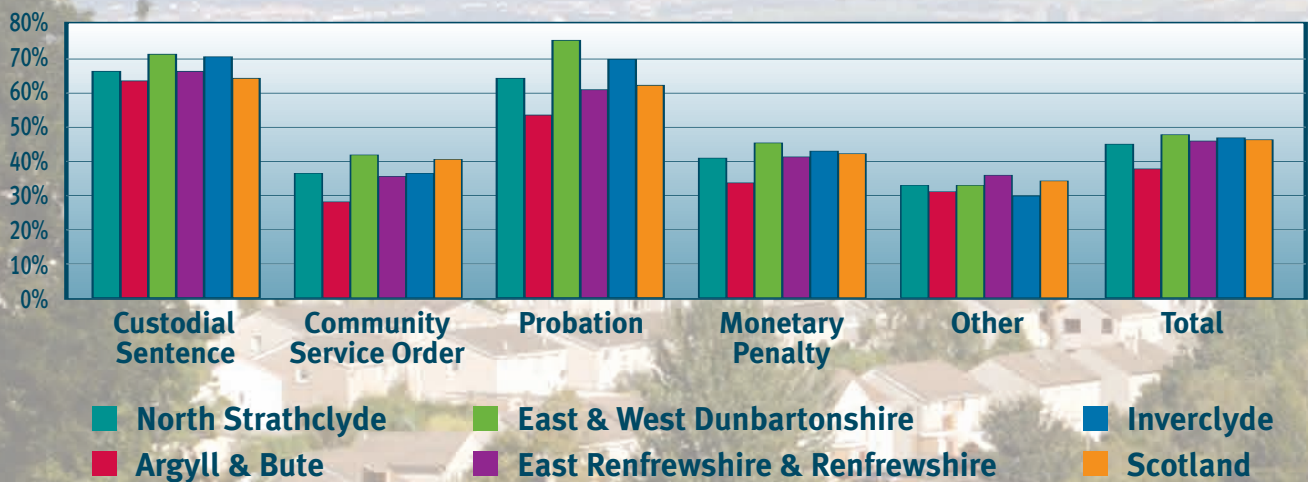
Substance Misuse is a common feature of the offending population across most offender groups. While there are specific drug related offences many crimes of dishonesty and violence are motivated or fuelled by substance misuse. One of the most prominent health problems of the prison population is addiction, prominently drug problems (up to 80%) and alcohol (approximately 40%). The Substance

Misuse Statistics Scotland indicates that 48% of new clients to drug services advised they have previously been in prison. Specific criminal justice disposals such as Arrest Referral and Drug Treatment and Testing Orders (DTTO) have been developed in an effort to combat these issues. Many prescribing services are however very stretched. Services in relation to alcohol are less developed, despite the picture of alcohol consumption and excessive drinking in Scotland.

At present the proxy measure of re-conviction is used to measure re-offending. Variations in re-conviction rates across the CJA reflect, at least in part, the variation in offender characteristics including age, gender, number of previous convictions, and the likelihood of re-offending. Overall the reconviction rate is in line with the national average.

Victim Support Scotland received 10,795 referrals during 2006-07 and the Witness Service provided 8,052 contacts and undertook 4,270 court familiarisation visits within the NSCJA area.

Persons released from a custodial sentence or given a non-custodial sentence in 2003/04 percentage reconvicted within 2 years by index disposal



3

Setting Priorities

The National Strategy for the Management of Offenders identifies the purpose of CJAs to improve the lives of communities, victims, offenders and their families. The Area Plan identifies the priorities for NSCJA and it is our intention to initially focus efforts and resources on the most concerning of the 7 offender groups identified within the strategy.

The 2007-08 plan identified serious, violent and sexual offenders and persistent offenders as priorities. While progress has been made in these areas it is appropriate that there is a continued focus to ensure that new practices are embedded and further developments made. Young offenders are also recognised as a priority for this 3-year plan.

It is the view of NSCJA that substance misuse is an issue for a significant proportion of offenders and that different offender groups may require different responses. It is viewed as a cross cutting issue and will

be dealt with in this way. It is also our intention through increased partnership approaches that progress will be made in relation to working with women offenders, addressing health and mental health needs of offenders and improving the transition between custody and the community for the resettlement and rehabilitation of prisoners.

Communities have concerns about antisocial behaviour within their midst and a range of services have been developed by partners across local authority areas to address what is often first time or less serious offenders. The Review of Summary Justice will also influence the development of a response to this group of offenders. Although NSCJA recognises the needs of this particular group of offenders, they are not deemed a priority at this time. During the life of the plan the range of interventions provided by partner agencies for this offender group will be identified.

3.1

Serious Violent and Sexual Offenders

It is recognised that this group of offenders pose the most serious risk of harm and are a real cause for concern to the public and as such remain a priority for NSCJA.

The objective will be to ensure consistent assessment using recognised tools and the creation of robust risk management arrangements for this group. We will also aim to deliver effective programmes of intervention across the area.

Multi Agency Public Protection Arrangements (MAPPA) have been established across North Strathclyde and the MAPPA Co-ordinator is in post. Key frontline staff, across the responsible authorities (Police, local authorities, SPS and Health), have been trained in risk assessment tools as they are rolled out. These arrangements establish robust and consistent risk assessment and management arrangements for sexual offenders.

To support these arrangements, North Strathclyde CJA would also wish to make the Community Sexual Offenders Groupwork Programme (CSOGP) available across the authority and explore the feasibility of introducing the model of 'Circles of Support' used in other jurisdictions, as an additional means of improving the risk management of sexual offenders in our communities. Resources will need to be identified to progress these initiatives.

Development work is underway nationally to establish risk assessment arrangements for violent offenders. The full roll out of MAPPA is likely to take place in the second year

of the plan. Programmes of intervention also require development for this group. The MAPPA Strategic Development Group will oversee the development of MAPPA to include violent offenders. The strong partnership relationships that already exist will be built on to encompass this further development.

North Strathclyde CJA recognises the consequences of the culture of violence and alcohol that exists in Scotland and is keen to work with partners through the Violence Reduction Forums to address these broader issues.

Actions for Improvement 2008-09

- Monitor MAPPA arrangements through performance reporting to CJA and annual report to Scottish Ministers
- Identify funding to enable CSOGP to be available across the CJA
- Explore possibility of developing Circles of Support
- Identify role of CJA in relation to Violence Reduction agenda

Actions for Improvement 2009-11

- Train key staff across responsible authorities in use of assessment procedures for violence
- Ensure MAPPA arrangements for Violent Offenders are fully implemented at National roll-out
- Identify appropriate programmed interventions for violent offenders



3.2

Persistent Offenders



This group was identified as a priority in NSCJA's Area Plan 2007/08, recognising that although they do not commit the most serious offences they are a cause for concern to communities and victims.

The objective will be to reduce reconviction rates of this group by consistently assessing the needs of persistent offenders, using recognised tools and provide a range of effective interventions, addressing the range of offender needs through partnership working.

Within all communities there are a small number of individual offenders who are responsible for a significant proportion of crime. In 2005-06 12% of individuals convicted had more than 10 previous convictions and over 80% of all custodial sentences were for less than 6 months. Such short-term sentences make it difficult for agencies to intervene in a meaningful way with the prisoner and may even exacerbate existing difficulties. Persistent offenders are often characterised by having a range of needs including accommodation, substance misuse, worklessness and health issues. A joined up approach from partner agencies will be required to address these needs.

In the last year the delivery of the general offending behaviour programme, Constructs PSSO, has been established in both the community and custody. The effectiveness of this will be monitored.

Further key developments for NSCJA are however planned.

The existing persistent offender protocol identifies and targets persistent and prolific offenders within local communities. We wish to build on the success that has already been achieved by developing a partnership response to the offending behaviour of the individuals who are identified as prolific offenders, with the aim of having a long-term impact on the seriousness and frequency of their offending. This Multi Agency Prolific Offenders Strategy (MAPOS) will be able to incorporate all offender groups, the key factor being the prolific nature of their offending behaviour and the concern of communities about crime in their area. This key initiative

will be developed as the area of expertise within NSCJA. While the majority of funding for this initiative will come from existing resources this new model may require some additional support in terms of resourcing.

North Strathclyde and South West Scotland CJA partners will be working with Turning Point Scotland (TPS), Apex Scotland and Venture Trust to develop a newly established service, Turnaround, which will focus on young men who are persistent offenders with a range of difficulties in relation to substance misuse, mental health, homelessness and poor social skills. TPS has secured funding for this initiative beyond the life of this plan.

Violence against women is also recognised as a particular issue when considering persistent offenders. While high numbers of these incidents are recorded by the Police each year it is extremely likely that there are significantly more incidents that go unreported. Violence against women has an impact not only on the victim but also on any children living within the household. Strathclyde Police have local Action Plans, which target a variety of measures to address this issue. 'Violence Against Women' partnerships come together across local authorities to develop the response of agencies to this issue. NSCJA would wish to see programmes for perpetrators of domestic violence established within criminal justice social work and the Scottish Prison Service as they become available. Resourcing for this new development would need to be identified.

Actions for Improvement 2008-09

- Monitor the effectiveness of the Constructs PSSO groupwork programme
- Develop and Implement MAPOS (Multi Agency Persistent Offender Strategy)
- Turnaround Service Advisory Group will monitor service outcomes

Actions for Improvement 2009-11

- Establish accredited programme for perpetrators of domestic violence

3.3

Young Offenders

For young offenders who have become involved in offending at an early age, the transition between the children’s hearing system and the criminal justice system necessitates support. They often have complex needs that require a different approach from adult offenders. This recognition underpins the development of youth courts in Scotland. Early involvement in offending behaviour is one of the key characteristics of persistent adult offenders. It is recognised that young people who have been looked after by local authorities are disproportionately represented in the criminal justice system. The impact of having a criminal record and periods of imprisonment can be difficult to overcome. Young offenders have been identified as a priority for NSCJA.

The objective is to reduce the seriousness and persistence of young offenders offending behaviour, by appropriately assessing their needs and providing tailored packages of intervention.

Within NSCJA in 2005/06, 10% (396) of Social Enquiry Reports were written on young people under the age of 18. A snapshot of the Scottish Prison population in March 2007 found 117 young people (under 21) in custody from NSCJA.

Developments in youth justice and a targeted approach to those young people assessed as at risk of entering the adult criminal justice system are welcome. It will be important to ensure good links are established between those progressing the Youth Justice Improvement Programme and the criminal justice system, to ensure the transition of young offenders between these two systems.

Work is currently being progressed by partners in relation to two significant developments in this area:

- A feasibility study for a Youth Court at Paisley Sheriff

Court has come to a positive conclusion. This would require the development of services for the local authority areas of Renfrewshire and East Renfrewshire. The Youth Court targets young people in the adult criminal justice system and not those that belong in the children’s hearing system. Cabinet approval for the Youth Court will be required for this to be progressed. In line with the development of other youth courts new funding would be required to support such an initiative.

- A voluntary throughcare service, Move On, is being developed for young people serving a custodial sentence in Polmont Young Offenders Institute returning to the Renfrewshire area who are not subject to any statutory supervision. It is proposed that the project will deal with 30 young people a year. External funding is being secured to support this development.

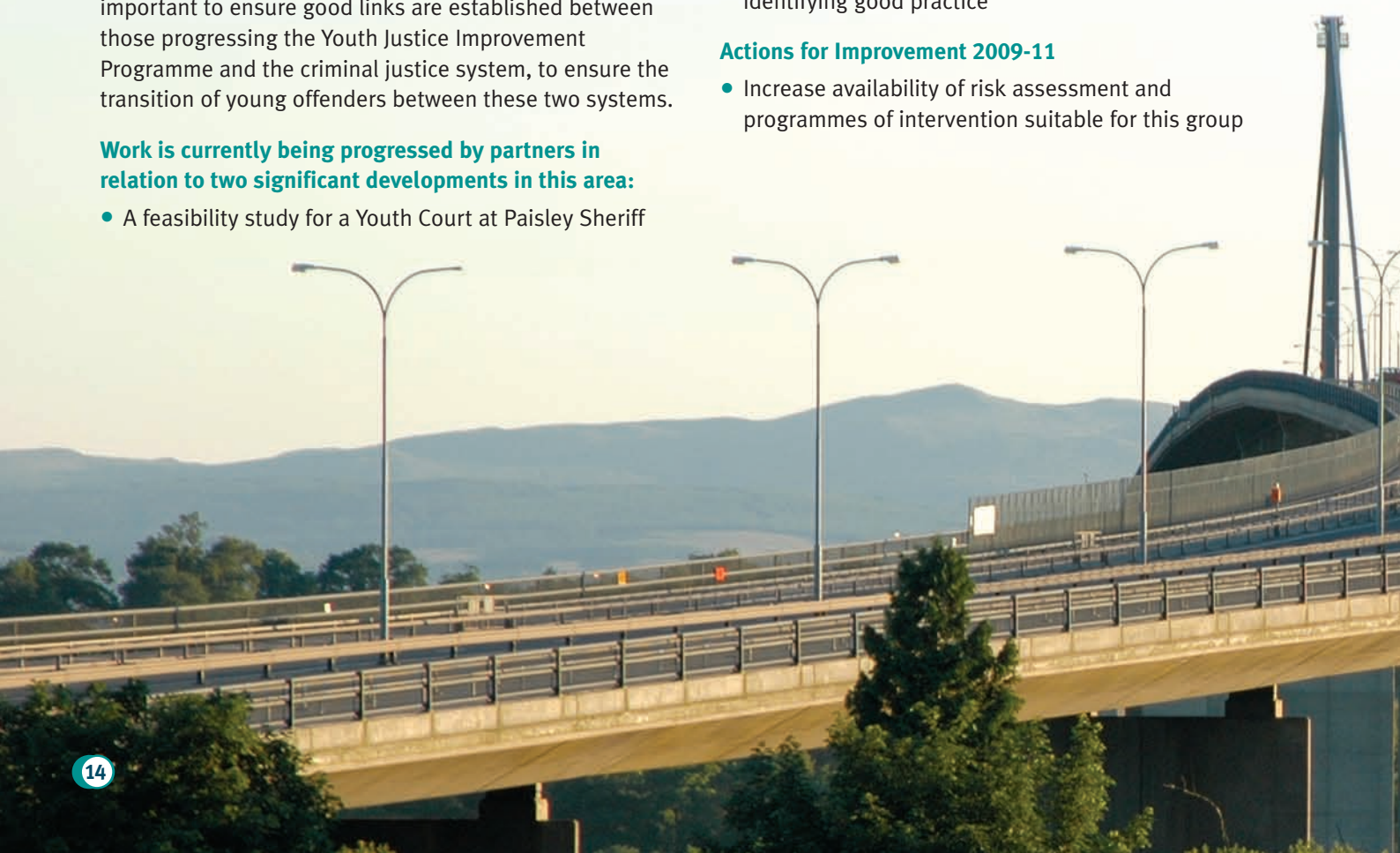
It will be important that these new services are evaluated and good practice identified and shared across the CJA.

Actions for Improvement 2008-09

- Ensure transition arrangements exist between youth justice and criminal justice systems and identify areas for joint development
- If funding approved for Youth Court, develop and evaluate services
- Evaluate implementation of Move On project – identifying good practice

Actions for Improvement 2009-11

- Increase availability of risk assessment and programmes of intervention suitable for this group



4

Working Together in New Ways

In recent years policy and legislative changes have brought together the key criminal justice partners in managing offenders.

The objectives of developing a consistent approach and systematic co-operation between partners identified in the 2007-08 plan remains relevant. It is also important that a broader range of partners have a better understanding of the needs of offenders to successfully addressing offending behaviour and support the inclusion of offenders in their communities.

Many examples of joint working such as MAPPA and Integrated Case Management can be identified. Information sharing is crucial in the task of managing offenders. While processes and infrastructures support information sharing, all staff must understand the requirements of this. Joint training across Police,

Criminal Justice Social Work, the Scottish Prison Service and Health in risk assessment and programme delivery is being successfully established. This helps achieve consistency in approach and co-operation between agencies.

The National Strategy rightly identifies that a much broader partnership is required to meet the complex range of needs of offenders. A small cohort of interviews with offenders subject to custodial sentence and community-based disposals was conducted for the purpose of informing this plan. It revealed that the majority of offenders do wish to live an offence free lifestyle and to have a home, a job and good relationships with their children. The barriers to achieving this related to substance misuse, 'friends' involved in offending, boredom and lack of money. Key elements that were identified as likely to support change were support from an individual worker/mentor and access to services (beyond traditional office hours) including drugs, education/ appropriate skills and qualifications, accommodation, medical services. These themes very much reflect the offender outcomes of the national strategy and the NSCJA Area Plan intends to make in roads in these broad areas.

NSCJA aims to ensure that the needs of offenders are recognised within the universal range of provision available within communities. A shared understanding of partner's roles will underpin this work and creates the opportunity to make best use of the skills mix within the criminal justice system and beyond and reduce duplication of tasks.

Throughout the planning process a number of key areas have been identified for further development.

4.1

Reviewing Community Based Disposals



North Strathclyde CJA recognises that approximately 80% of offenders are remanded and sentenced to periods of imprisonment of less than 6 months. In this circumstance it is difficult for SPS to offer interventions to this group and it impacts on their ability to work with longer term and more serious offenders. In 2006-07 1,703 prisoners were returned to their home area of NSCJA, after serving less than 6 months. The vast majority of them were not subject to any supervision or licence. North Strathclyde CJA is committed to providing a range of disposals, including accredited programmes, that the Court can have confidence in, makes reparation to communities and addresses the needs of offenders.

While the outcome of the national review of community based disposals will inform policy, NSCJA recognises that there is an opportunity to develop existing services locally with the aim of increasing the use of community-based disposals.

One area where this has already happened is Community Service. The courts have increasingly used the disposal of

Community Service, which requires the offender to undertake unpaid work of benefit to the community. There has been a 56% increase in the number of orders imposed across the CJA over the period of 2003-06. Community Service offers a disposal that is understood by the public and is regarded as beneficial by its recipients. It also provides an environment where skills that may increase employability can be developed. It would seem that there is greater potential to be gained from this disposal.

Actions for Improvement 2008-09

- determine range of community based disposals available across the CJA and effectiveness in meeting needs of the various offender groups
- increase opportunities for reparative activities
- ensure information is made available to Sheriffs on community based disposals available within the CJA

Actions for Improvement 2009-11

- Continue to develop the range of disposals available within the CJA.

4.2

Women Offenders

There is national concern at the increasing remand and prison population of women. Despite policy initiatives in this area, in the last 10 years the average number of women in custody on any one day has risen by 75%.

Within NSCJA 14% (531) Social Enquiry Reports were written on women, women make up 10.7% of the Community Service caseload, 19% of the Probation Orders, almost 20% of Supervised Attendance Orders, 46% of Diversion cases and over 10% DTTO orders. The number of women subject to Statutory Throughcare is small. In 2005/06 there were 20 new female cases in the community and custody.

Women are still most likely to be in custody for offences of dishonesty. NSCJA would wish to see community-based disposals positively considered for all women convicted of non-violent offences. Women with histories of violence and abuse are over represented in the criminal justice system. Relationship problems feature strongly in women's pathways into crime. Drug addiction and mental health problems are prevalent. Women are more likely to be primary carers for young children making the prison experience significantly different for women than men.

The use of one national prison for women in Scotland means that women from North Strathclyde are held some distance from their families. It is recognised that women need a distinct approach; it would appear that health services should be integral to this.

NSCJA recognises that there is an opportunity to develop gender specific services for women with the aim of increasing community-based disposals.

Actions for Improvement 2008-09

- Examine assessment practice in Social Enquiry Reports.
- A partnership approach to packages of intervention to meet the specific needs of women offenders, particularly health needs, should be developed for individual cases
- Throughcare services should identify how they can support female offenders returning to the community.

Actions for Improvement 2009-11

- Continue to develop tailored services specifically for female offenders



4.3

Throughcare



Where a custodial sentence has been served it is important that the transition between custody and community is improved.

Integrated Case Management (ICM) provides the mechanism within custody to assess and plan for offender needs. It has been consistently established within North Strathclyde CJA with approximately 85% of case conferences attended by community based social work staff in 2006-07. This has been achieved by good communication between the agencies. Families can also attend these meetings and should be encouraged to do so.

Link Centres provide an opportunity for offenders to engage with agencies that can assist them in addressing needs that can contribute to reducing re-offending. The recent audit of Link Centres by SPS highlights that the range of services present in prisons is inconsistent.

Accessibility of both families and agencies to offenders is vital in achieving this. Most recently available statistics from the Scottish Prison Service suggest that over half the prisoners from NSCJA are held in Greenock Prison. The prison estate is currently configured to include national establishments, which hold certain types of offenders, influencing placement within the estate.

Action for Improvement 2008-09

- Maintain a high level of attendance at ICM case conferences by appropriate partners
- Encourage families to attend ICM where appropriate
- Agencies present in Link Centres should consistently reflect offender needs as identified by the national strategy
- Agree a shared understanding of the concept of community facing prisons.

Actions for Improvement 2009-11

- Increase the proportion of prisoners held in prisons accessible to families and agencies

4.4

Employability



Current policy considers employment to be a key driver in reducing re-offending. Offenders form a significant proportion of the economically inactive. Disadvantages in education, training and employment are important factors associated with persistent offending. Employment is considered to be one of the most important vehicles in encouraging offender's re-integration to their community and distancing themselves from crime using economic, psychological and pro-social incentives.

Within North Strathclyde CJA, communities in Inverclyde, West Dunbartonshire and Renfrewshire have significant proportions of working age population who are economically deprived resulting in them being part of the 'Closing the Opportunity Gap' initiative.

In 2005/06 almost 54% of individuals who had Social Enquiry Reports written were unemployed and a further 8% were not seeking employment. Of those offenders undertaking community service 57% were unemployed while 73% of those on probation were unemployed.

There are a variety of barriers that constrain many offenders from gaining employment and it is very important that every opportunity is taken to address these. Statistics from the Scottish Prison Service suggest that over 60% of the Scottish prison population are lacking functional literacy and numeracy skills.

We will explore how the Adult Literacy and Numeracy (ALN) partnerships could contribute to addressing this issue.

Other factors such as drugs and alcohol misuse, poor physical and mental health, poverty, debt and homelessness can also be significant barriers. All partners must look at the role they can play in improving the employment prospects of offenders.

Actions for Improvement 2008-09

- Local employment strategies should recognise offenders as a group and that the barriers they face in relation to employment are identified, enabling appropriate supports to be put in place.
- Ensure information on range of services / pathways is available locally and how partners can connect with this, particularly between criminal justice social work and employment agencies.
- Improve opportunities in custody to offer training and skills oriented to the current job market.
- Improve take up of Job Centre Plus services within custody to access programme/ training/ education and post release interview
- Explore how the ALN partnerships could contribute to the assessment of offenders' literacy needs.

Actions for Improvement 2009-11

- Explore further opportunities to increase employability prospects e.g. Moving Forward project, piloted in South West Scotland CJA, linking Job Centre Plus with criminal justice social work disposals.

4.5

Substance Misuse

Substance misuse is a common feature of the offending population both in custody and the community and across offender groups. While there are specific drug related offences, many crimes of dishonesty and violence are motivated or fuelled by substance misuse. SPS figures suggest that 80% of the prison population have a drug problem and 40% have an alcohol problem. The Drug Misuse Statistics Scotland indicate that 48% of new clients into drugs services advise they have previously been in prison. In 2005/06 there were 1,690 new patients into drug services across the CJA, the average age of this group was 29. Specific Criminal Justice services have been created in response such as the Arrest Referral Pilot in East Renfrewshire, Inverclyde and Renfrewshire. There were 105 DTTO assessments across the CJA in 2005/06. Generally services in relation to alcohol are less developed although there is some localised criminal justice provision. Alcohol is however a very significant issue in the communities of Inverclyde, West Dunbartonshire and Renfrewshire who are ranked in the top 4 areas for alcohol related deaths in the UK.

The culture of alcohol and violence that prevails in Scotland has been identified as a national issue and Violence Reduction Units have been created by the Police in response.

The Plan for action on alcohol problems: update 2007 sets out a programme for the next three years to change drinking cultures and reduce alcohol related harm for the Alcohol and Drug Action Teams. The recent stock-take of Alcohol and Drug Action Teams (ADAT) identified the benefit of partnership working in relation to addiction services and recognised the need for a national strategic lead in this area.

Actions for Improvement 2008-09

- Establish links with strategic groups leading on addictions and raise awareness of offenders needs
- Identify services available and existing gaps
- Ensure that offenders with substance misuse issues who come to the attention of the criminal justice system are referred to appropriate treatment services.
- Maximise the capacity of DTTO to address addiction issues

Actions for Improvement 2009-11

- Work towards comprehensive range of addiction services being available in all areas

4.6

Health and Mental Health

Offenders generally come from families and communities where there are high levels of health needs, they require services to deal with addiction and mental health. The health of women offenders is markedly worse.

Within the prison population mental health is a prominent issue at every level of severity. Reviews indicate that 89% of prisoners have at least one depressive symptom often reactive to their circumstances, 10-12% major depression and 3-7% psychosis. The community based forensic service, which cover the CJA, had a caseload of 42 cases in July 2007, dealing with a range of individuals with severe and enduring mental health problems, some of whom were subject to statutory orders. The Families Outside Helpline has experienced a 300% increase of phone calls in relation to concerns about mental health of prisoners in the last year in relation to accessing services to support the prisoner and managing their health within the prison environment.

The opening of the Medium Secure Forensic Unit Rowanbank is very welcome, as there has been a gap in this area of service for some time. It will be important that close links are established with this service.

While offenders suffer from long term conditions, encompassing the whole range of illness and disease, prominent health problems include Hepatitis C infection (20% prison population) and poor dental health. Past reports have estimated that approximately 50% of prisoners do not have a GP on returning to the community. Prison represents an opportunity for offenders to have their health needs addressed.

NSCJA would wish to see the provision of health care for offenders improved.

Actions for Improvement 2008-09

- Raise awareness amongst partners of existing systems to register with a General Practitioner.
- Explore opportunities for health to engage with hard to reach offenders
- Explore how improved transitions in health services in the prison and community can be achieved
- Scope the need for specialist health assessments for offenders
- Criminal Justice Social Work established close links with Rowanbank.
- Identify requirement for dual diagnosis for offenders

Actions for Improvement 2009-11

- Continue to develop services to sustain or improve physical and mental well-being



Suitable, sustainable accommodation is very important for offenders. The twin purpose in addressing this offender need is to reduce re-offending and protect the public. A recent thematic inspection in England and Wales found a striking difference in the re-conviction rates of offenders who did not have their housing needs met, 150% greater than those who do not have a housing need.

An initial audit of criminal justice accommodation services identifies that there is no specific offender supported accommodation within the boundaries of North Strathclyde CJA.

In the absence of such services existing, criminal justice social work locally has focused on developing strong partnership relationships with colleagues in housing who have facilitated access to hostel, bed and breakfast and in some instances temporary furnished flats.

These services are not restricted to offenders and the support packages that surround these may vary depending on the services that exist locally. This means that there is not a consistency of services across the CJA. There are however examples of very good practice that could be shared. On occasion access to more specialist offender's hostel / supported accommodation is secured in other areas of Scotland. At times this is essential due to

the concerns and needs of victims. However, it can mean that offenders are removed from areas they know and support networks that exist.

The review of offender accommodation service due in April 2008 will provide more detailed analysis of existing services, identified gaps and proposals for service development.

NSCJA would wish to see improved access to suitable and sustainable accommodation for offenders.

Actions for Improvement 2008-09

- Report on recommendations from audit and review of offender accommodation services.
- Ensure advice and information on housing is available to offenders
- Seek local homelessness strategies to address the needs of offenders where this is not the case
- Increase number of prisoners having suitable named accommodation on release from custody

Actions for Improvement 2009-11

- Continue to improve access to suitable and sustainable accommodation.

4.8

Children Living with Offenders



Offenders often recognise their relationship with family members as a key factor in supporting them into an offence free lifestyle. This was reflected in the offender interviews conducted for the plan. Maintaining contact throughout periods of imprisonment is vital both to the offender and family members, particularly children. Efforts need to be made to keep families informed of the arrangements for prisoners and access to visits practically supported. It is welcome that Greenock Prison has established a Family Strategy Forum and a commitment made to reinvigorate the Family Contact Development Officers role and it's staffing.

Given the profile of offenders' as we understand it, including the prevalence of substance misuse and violence, it is important to ensure that the needs of children who are living or come into contact with an offender are addressed. Information sharing in relation to children at risk is a key responsibility for all partners.

A number of policy initiatives, Getting Our Priorities Right, Hidden Harm and 'Getting It Right for Every Child' have been introduced in recent years. These documents highlight expectations in relation to information sharing, recognise the impact of parental substance misuse on children and that the interests of children are paramount in any decision made about their future care and well-being.

Work is underway across partner agencies to ensure the delivery of this agenda. It is vital that in criminal justice cases, where substance misuse is often a

feature, that these broader responsibilities are not forgotten. Work with sexual offenders has traditionally had a child protection focus, however the impact of substance misuse and domestic violence on children has not always had the same consideration. Assessments of the risk of violence and harm must also consider the impact on children.

Good parenting skills are also vital and it is important that partner agencies support this where possible. Examples of good practice already exist within the CJA, including the story book programme at Greenock Prison.

NSCJA would wish to ensure that the needs of children in contact with offenders are met.

Actions for improvement 2008-09

- Ensure that all criminal justice staff are aware of their responsibilities in relation to the safety of children
- Ensure information sharing exists between appropriate partner agencies
- Identify opportunities for offenders to gain good parenting skills
- Prisons to carry out 'route planning' exercise with partners to ensure/ improve accessibility for visits

Actions for Improvement 2009-11

- Explore innovative ways that children's needs can be addressed.

4.9

Victims of Crime

The National Strategy recognises the need to address offending behaviour because of the impact that it has on communities and individual victims and includes outcomes of improved satisfaction and appropriate care of victims, including timely information. The impact of offending behaviour on victims is necessarily an integral part of risk assessment within criminal justice.

In the 2007-08 plan it was recognised that awareness raising on relation to victims issues for criminal justice staff would be a benefit. The creation of a Victim Empathy Module, for 1 to 1 work with offenders who will not participate in a groupwork programme, has been piloted.

From their experience of working directly with victims, Victim Support Scotland (VSS) advise that improved information on the criminal justice system and information sharing with victims are key issues for the people they come into contact with.

Actions for Improvement 2008-09

- Creation of an information pack providing general information about the criminal justice system and court disposals.
- Map out the existing systems for information sharing with victims and identify any gaps that exist.
- Staff within the criminal justice system will continue to take into account the impact of offending behaviour on victims in their work with offenders.

Actions for Improvement 2009-11

- VSS are commissioning a piece of work to be undertaken nationally surveying victims to identify their needs. The CJA will be informed by the outcome of this exercise.



5

Developing and Supporting the Workforce

All agencies recognise the importance of developing and supporting staff. They are the key resource in delivering the objectives of the national strategy, establishing a problem solving approach and improving joint working.

The objective is to create a shared vision across the agencies that will support the delivery of a coherent offender management system and to ensure that the variety of skills available across the workforce are used to maximum benefit.

In 2007-08, opportunities for joint training have been available for staff from SPS, criminal justice social work, Police and Health undertaking risk assessment training in relation to sexual offenders and programme delivery for Constacts PSSO. Such training opportunities and the implementation of new polices such as MAPPA and ICM provide an opportunity for partners to work together with a common purpose. This assists in breaking down traditional barriers and supports the creation of a shared vision that will facilitate a coherent offender management system.

The creation of a Training and Development post for criminal justice social work within the CJA will facilitate a more consistent approach to developing and supporting the workforce within North Strathclyde. The

Training and Development Officer will undertake an audit of training needs within criminal justice social work and be responsible for the development of an annual training plan in conjunction with the Criminal Justice Social Work Training Group. This will include training in the use of assessment tools and programme delivery.

The creation of an inter agency Workforce Development Group will provide the mechanism to identifying training opportunities planned across agencies, opportunities for joint training, work shadowing, secondment and mentoring where this would add value.

Actions for Improvement 2008-09

- Undertake audit of training needs of criminal justice social work
- Develop annual training plan for criminal justice social work
- Establish inter agency workforce development group
- Establish links with Skills for Justice

Actions for Improvement 2009-11

- Review training requirements for criminal justice and plan for accordingly





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A key task given to Community Justice Authorities is to tackle the lack of public understanding of how the criminal justice system works. As the criminal justice reform programme is taken forward, improving communication will be an essential element in promoting public confidence and trust in the efficiency and effectiveness of offender management services. The fear of crime is a key issue for community planning partners and it is hoped that through the CJA communication strategy we will be able to contribute to addressing this issue.

The objective is to increase understanding and confidence in the criminal justice system and to build more effective media relations.

An important function for the CJA will be providing leadership in communicating clear and simple messages about developments at a local level and promoting a shared understanding of the different roles individuals and agencies have in promoting understanding.

In the first year North Strathclyde CJA established a website presence and a visual identity was created. In the next stage the CJA intends to be more proactive and strategic in engaging with, consulting and seeking

feedback from target audiences both internally, including partner agencies, and externally including communities, victims, offenders and their families.

Actions for Improvement 2008-09

- Review the media response protocol between the CJA and local authority press offices, Scottish Prison Service, Police and partners
- Introduce agreed media guidelines to be adopted across all partnership agencies, ensuring a focus on the CJA's key messages in communications activity.
- Establish links with local media
- Review consultation procedures amongst partner agencies and review timescales for community planning communications.

Actions for Improvement 2009-11

- Establish annual meeting of communications practitioners from community planning partners / key partner agencies to focus on key communications issues facing the CJA will be held.

7

Performance Framework

The efforts of partners to reduce re-offending and effectively manage offenders must be targeted where they are most needed and be effective in achieving their aims. We must learn from our practice.

The objective is to have services managed and developed on the basis of a performance framework.

An established framework for quality assurance, performance management and outcome measures will be key to this. Ways of tracking individuals and the impact of interventions that have been offered need to be developed. This will inform the targeting of resources in the future.

When CJAs were created one of the key functions they were given was to monitor the performance of bodies responsible for delivering offender services. The Inspectorates, particularly Her Majesty's Chief Inspector of Prisons (HMCIP) and the Social Work Inspection Agency (SWIA), continue to have a central role in providing assurances about how services are delivered. The CJA will have an interest in the findings of their reports. Site accreditation where accredited programmes of intervention are delivered will also provide such assurance. It is also a requirement of the

funding arrangements for criminal justice social work and any services that they contract that a quality assurance system is in place.

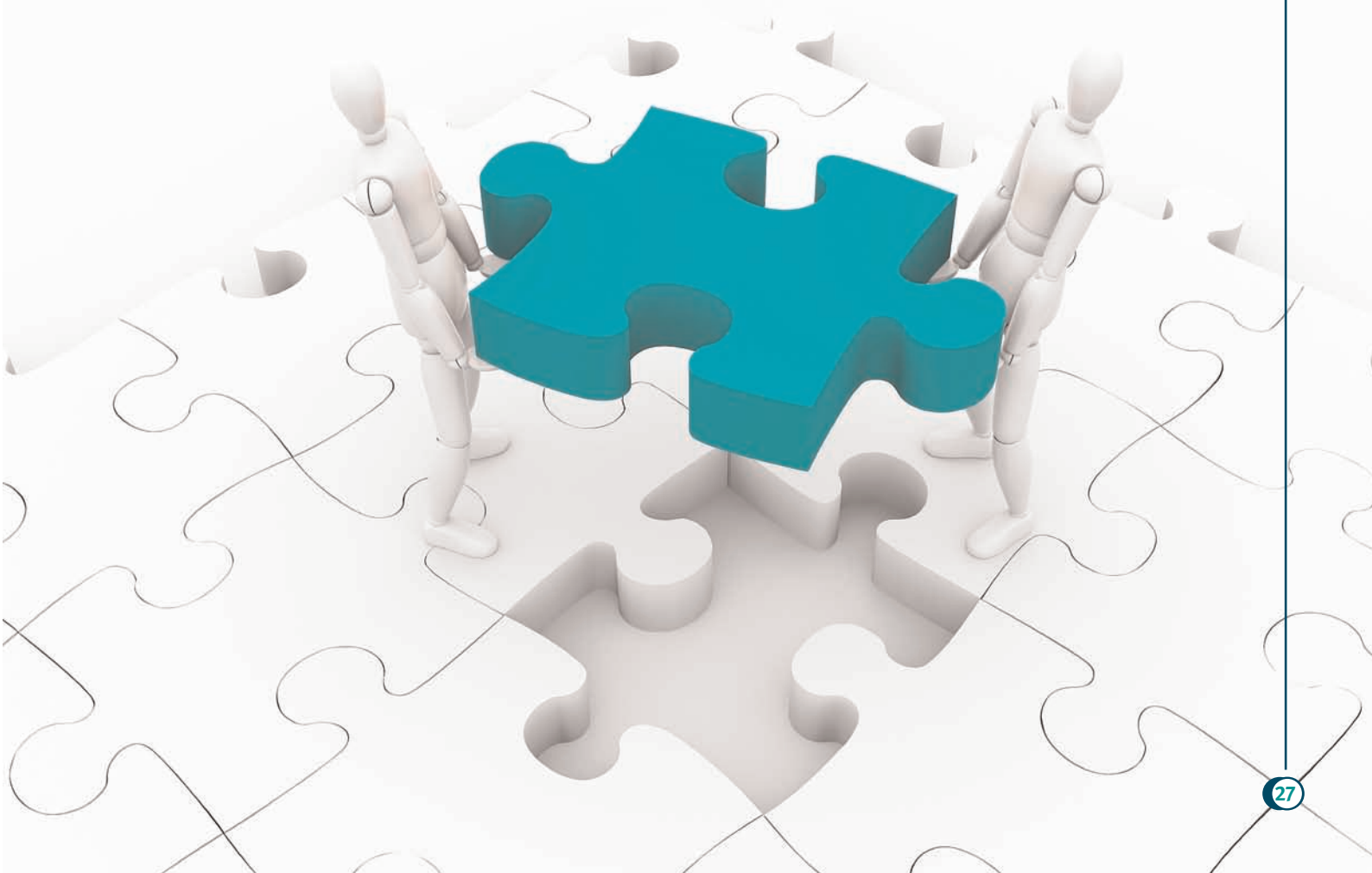
CJA's themselves will have their performance measured against a set of national performance indicators identified by the National Advisory Body which should be in place from March 2008.

Actions for Improvement 2008-09

- North Strathclyde CJA will be involved in the development of a national performance framework for CJAs to measure performance against the plan and priorities that it has set.
- Establish performance framework including:
- MAPPA through annual report to Scottish Ministers
- Monitor effectiveness of Constructs PSSO
- Monitor the performance of partner agencies service delivery

Actions for Improvement 2009-11

- Ensure any new developments are encompassed within performance framework





In April 2007 CJA's took over responsibility for the distribution of the central grant allocation provided for the delivery of Criminal Justice Social Work services. A Criminal Justice Social Work Finance Group has been established to monitor expenditure, review service delivery and costs and consider how service development could facilitate the redirection of resources. It is noted that any changes to service delivery need to be planned over time. A monitoring framework has been established requiring quarterly financial reporting to the CJA.

However, the delivery of the plan and its objectives is the responsibility of the much broader range of statutory partners. As the planning process develops partners will be required to identify the resource that they contribute to the delivery of the plan.

Where possible service development will be considered within existing resources however, in some instances

additional financing may be required. Where new funding has been secured for the development of service delivery for 2008-11 this has been identified within the body of the report.

Over the life of the plan opportunities to identify funding from other sources that support its objectives will be pursued as appropriate.

Actions for Improvement 2008-09

- Undertake analysis of activity, performance and funding within criminal justice social work
- Develop mechanisms to assist partners to identify resources they contribute to the delivery of the plan.

Actions for Improvement 2009-11

- Continually develop resource analysis framework

Area Plan 2008-11

Areas for Improvement – Action Plan – Working Together in New Ways

SERIOUS, VIOLENT AND SEXUAL OFFENDERS				
Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Continuously develop robust risk management procedures for high risk offenders (100% high risk offenders have a management plan in place).	Explore feasibility of developing 'Circles of Support'.	December 2008	CJSW Service Manger	C1; C2; 09; S1; S3; S6
	Identify role of CJA in relation to Violence Reduction agenda.	September 2008	CJA Chief Officer	C1; C2; 09; S1; S3; S6
PERSISTENT OFFENDERS				
Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Develop interventions to tackle persistent offenders (Make a significant impact on reoffending rates, a reduction in substance misuse; associated acquisitive crimes. Improved employment opportunities).	Develop and Implement MAPOS (Multi Agency Prolific Offender Strategy) by: <ul style="list-style-type: none"> Establishing Multi-Agency Group to develop strategy & implement pilot. 	April 2008	Area PF	C1; C2; 09; S1; S6;
	Advisory Group monitor service outcomes of Turnaround Service and report on the first year of operation of the service.	March 2009	Turning Point Scotland Development Manager	C2; 07; S7
YOUNG OFFENDERS				
Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Ensure appropriate risk assessment procedures and tailored packages of intervention are made available to young offenders.	Ensure transition arrangements exist between Youth Justice and Criminal Justice systems by: <ul style="list-style-type: none"> Reviewing current arrangements for young offenders within CJ system. Report gaps in service & proposals to address. 	September 2008	CJSW Service Manger	C1; S1; S6
	Development of voluntary throughcare service for young people returning to Renfrewshire on release from Polmont YOI and from HMP Greenock.	June 2008	Assistant Director NCH Scotland	03; 04; 05; 07; 09; S2; S4
REVIEW COMMUNITY BASED DISPOSALS				
Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Develop existing community based services.	Determine current existing services & effectiveness in meeting needs of offenders including young people, women.	December 2008	CJA Planning Officer	C2; C3; 06; 07; S4; S6
	Cost resource requirement to enable CSOGP and Domestic Violence programmes to be available across the CJA.	April 2008	CJSW Service Manger	C1; C2; C6 09; S4; S6; S7

Area Plan 2008-11

Areas for Improvement – Action Plan – Working Together in New Ways

REVIEW COMMUNITY BASED DISPOSALS – Continued

Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Develop existing community based services.	Identify pathway to facilitate partnership approach to packages of intervention to meet the specific needs of women offenders, including health needs.	October 2008	CJSW Service Manger	C1; C2; C3; O1-09; S2; S4; S5; S6
	Identify means of maximising the impact of DTTO in tackling substance misuse.	July 2008	CJSW Service Manager	C1; C2; C3; O3; O9; S4; S6
	Increase opportunities for reparative activities.	October 2008	CJSW Service Managers	C1; C2; C3; O9; S4; S6
	Ensure information is made available to Sheriffs on community based disposals available within CJA.	January 2009	Area PF	C3; S1

WOMEN OFFENDERS

Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Reduce the number of women receiving custodial sentences for non violent offences.	Review current assessment practice in relation to women and identify future areas for improvement.	December 2008	CJSW Service Manger	C1; C2; C3; O6; O7; S4; S6

THROUGH-CARE

Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Improve the transition between custody and the community and vice versa.	Throughcare services should identify how they can support female offenders returning to the community.	October 2008	CJSW Service Manger	C1; O1-09; S2
	Agree a shared understanding of the concept of community facing prisons.	March 2009	SPS Liaison Manager	C4; S2
	Prisons carry out 'route planning' to ensure improved accessibility for visits.	March 2009	SPS Liaison Manager	C7; O1-07; S2; S6
	Using review of Link Centres identify gaps & how to address core provision in relation to housing, benefits, employment/ training/ literacy,addictions etc.	August 2008	SPS Liaison Manager	C4; O1-08; S2; S6
	Ensure families are invited to attend ICM case conferences.	October 2008	SPS Liaison Manager	C7; O6

EMPLOYABILITY

Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Local employability strategies should recognise offenders as a group and understand the barriers that they face.	Ensure information on range of services / pathways in relation to employment are available locally.	December 2008	Job Centre Plus District Partnership Manager	C5; O4; O5; S2; S6

EMPLOYABILITY – Continued

Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Local employability strategies should recognise offenders as a group and understand the barriers that they face.	Identify how to measure progress in improving employability made by offenders subject to orders/licences.	December 2008	CJA Planning Officer	C5; 04; 05; S2; S6; S7
	Improve uptake of Job Centre Plus services within custody to access programme/ training/ education & post release interview.	November 2008	Job Centre Plus District Partnership Manager	C5; 04; 05; S2; S6
	Support development of links between SPS & employment partners to ensure training/ employment opportunities offered to prisoners meet with the current job market.	November 2008	Job Centre Plus District Partnership Manager	C5; 04; 05; S2; S6
	Explore how the Adult Literacy and Numeracy (ALN) partnerships could contribute to addressing offender literacy needs.	October 2008	SPS Liaison Manager	04; 05; S2

SUBSTANCE MISUSE

Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Ensure that offenders with substance misuse issues who come to the attention of the criminal justice system are referred to appropriate treatment services.	Identify services available and existing gaps.	September 2008	Inverclyde Community Health Partnership Director	01; 03; 07; S4; S6
	Explore how continuous engagement with treatment & service providers can be supported.	February 2009	Inverclyde Community Health Partnership Director	
	In light of the ADAT stocktake, CJA establish links with strategic groups leading on addictions raising awareness and identifying any gaps that relate to offender.	May 2008	CJA Chief Officer	S1; S2; S6

HEALTH & MENTAL HEALTH

Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Improve the provision of healthcare for offenders in the community and in custody.	Increase number of offenders registered with a General Practitioner to enable health needs to be met by: <ul style="list-style-type: none"> Raising awareness amongst partners of existing systems to register with GP. Exploring opportunities for health to engage with hard to reach offenders. 	June 2008	Inverclyde Community Health Partnership Director	01; 07; S6

Area Plan 2008-11

Areas for Improvement – Action Plan – Working Together in New Ways

HEALTH & MENTAL HEALTH – Continued				
Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Improve the provision of healthcare for offenders in the community and in custody.	Explore how improved transitions in health services between prison and community can be achieved by <ul style="list-style-type: none"> Identifying how consistent treatment approaches can be achieved. Identifying how consistency of treatment can be achieved and not interrupted by imprisonment. 	February 2009	Inverclyde Community Health Partnership Director	01; 07; S2; S6
	<ul style="list-style-type: none"> Scope scale of need for specialist health assessments for offenders. Establish links with Medium Secure forensic service – Rowanbank. Identify requirement for dual diagnosis for offenders. 	August 2008	CJSW Service Manger	01; 07; S2; S6

ACCOMMODATION				
Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Improve access to suitable & sustainable accommodation for offenders.	Report on recommendations from CJA audit & review of offender accommodation services.	April 2008	CJA Planning Officer	02; S1
	Ensure advice and information on housing is available to offenders.	June 2008	CJA Planning Officer	02; S6
	Seek local homelessness strategies to address the needs of offenders.	February 2009	CJA Chief Officer	02, 08; S2; S6
	Increase number of prisoners who have suitable named accommodation on release from custody.	March 2009	SPS Liaison Manager	02; 08; S2; S6

CHILDREN LIVING WITH OFFENDERS				
Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Ensure the needs of children who are in contact with offenders are met.	Ensure information sharing exists between appropriate partner agencies.	July 2008	CJSW Service Manger	C1;06;S3; S6
	Identify opportunities for offenders to develop good parenting skills.	July 2008	CJSW Service Manger	06; 09; S4

VICTIMS OF CRIME				
Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Improve information for victims of crime.	Create information pack providing general information about CJ system & court disposal.	January 2009	Victim Support Services	C2; C5; C6; S6

VICTIMS OF CRIME – Continued

Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Improve information for victims of crime.	Map out existing systems for information sharing with victims and identify gaps.	January 2008	Victim Support Services	C2; C5; C6; S6

DEVELOPING AND SUPPORTING THE WORKFORCE

Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Continue to improve opportunities for joint training.	Establish Workforce Development Group to establish programme of joint training and skills development that supports <ul style="list-style-type: none"> • Training of key staff across responsible authorities in risk assessment & management. • Ensure all CJ staff are aware of their responsibilities in relation to safety of children. • Co-ordinates opportunities for joint training, secondment, work shadowing where this would add value. 	May 2008	CJA Planning Officer	C1; C2; S1; S5
	Undertake audit of training needs for CJSW and develop annual training plan.	June 2008	Training and Development Officer	S5; S6
	Establish links with Skills for Justice.	May 2008	Training and Development Officer	S5

COMMUNICATION

Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Increase understanding and confidence in the criminal justice system.	Review media response protocol between CJA and local authority press officers, SPS, Police, Health & partners.	March 2009	CJA Chief Officer	C2; S6
	Introduce agreed media guidelines, ensuring focus on the CJAs key messages in communications activities.	May 2008	CJA Chief Officer	C2; S6
	Review consultation procedures amongst partner agencies and review timescales for community planning communications.	May 2008	CJA Chief Officer	C2; S6
	Establish links with local media.	June 2008	CJA Chief Officer	C2; S6

Area Plan 2008-11

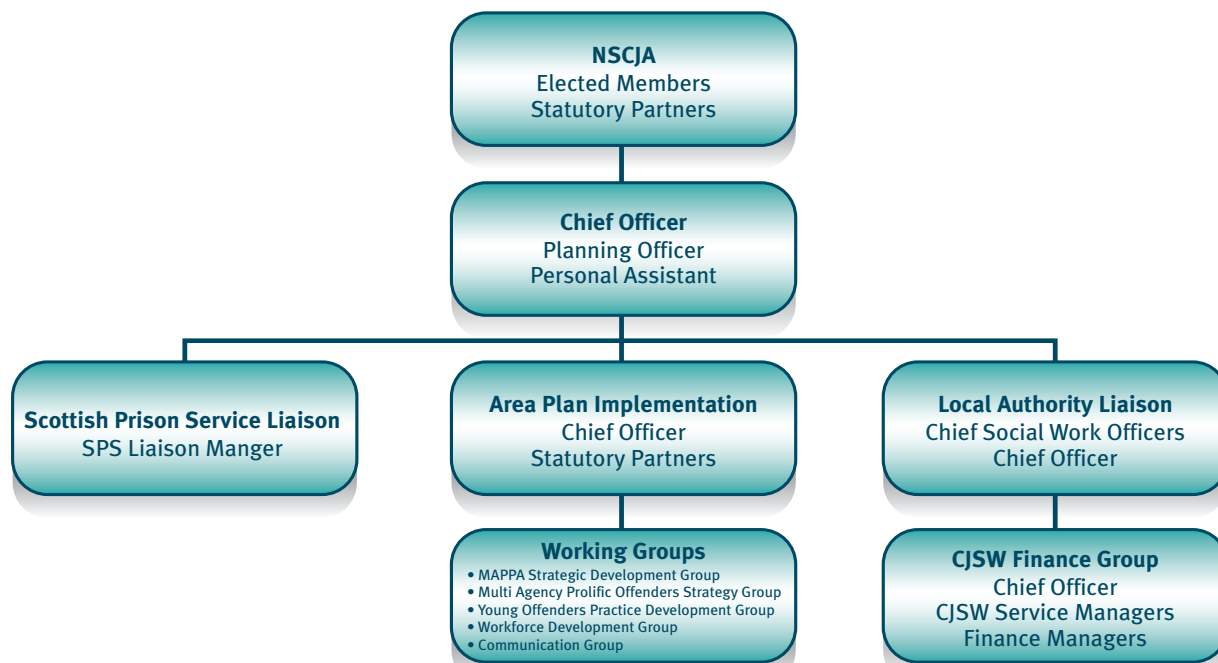
Areas for Improvement – Action Plan – Working Together in New Ways

PERFORMANCE FRAMEWORK				
Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Establish framework for quality assurance, performance management and outcome measures.	NSCJA will pilot the development of a national performance framework for CJA's Framework will include: <ul style="list-style-type: none"> • Monitor MAPPA arrangements through performance reporting to CJA and annual report to Scottish Ministers. • Monitor the effectiveness of Constructs PSSO programme. • Monitor the performance of partner agencies service delivery against the plan. 	April 2008	CJA Planning Officer	S7

RESOURCES				
Area for Improvement 2008-11	Actions/Tasks 2008-09	Timescales	Responsible Person	Link to National Strategy Outcomes
Align resources to the delivery of priorities identified in plan.	Undertake analysis of activity, performance and funding within criminal justice social work.	September 2008	CJA Planning Officer	C2; S2; S4; S6
	Develop mechanisms to assist partners to identify resources they contribute to the delivery of the plan.	September 2008	CJA Planning Officer	C2; S2; S4; S6

Annex 1

North Strathclyde CJA Operational Arrangements





Annex 2

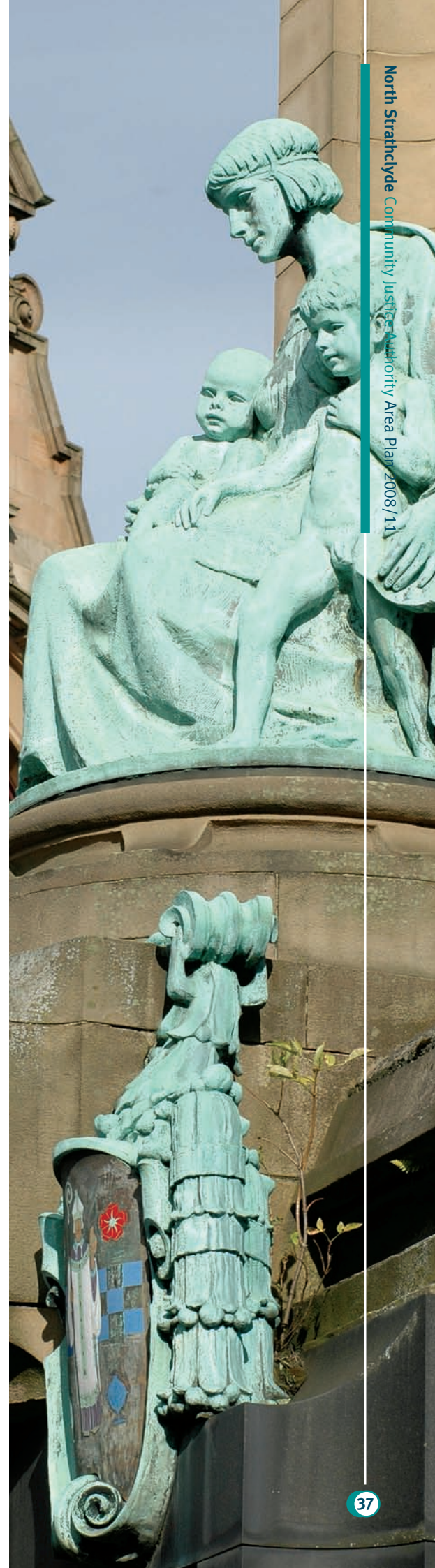
National Strategy for the Management of Offenders

OUTCOMES FOR COMMUNITIES	OUTCOMES FOR OFFENDERS	OUTCOMES IN THE SYSTEM
<p>C1 Increased community safety and public protection through a consistent approach to managing offenders on community and custodial sentences.</p> <p>C2 Increased public confidence in the effectiveness of work with offenders.</p> <p>C3 Improved understanding of community disposals.</p> <p>C4 Improved understanding of the role of prisons.</p> <p>C5 Improved satisfaction for victims, sentencers and beneficiaries of work by offenders.</p> <p>C6 Appropriate care of victims, including appropriate and timely information.</p> <p>C7 Timely information and, where appropriate, involvement for the families of offenders.</p>	<p>01 Sustained or improved physical and mental well-being.</p> <p>02 The ability to access and sustain suitable accommodation.</p> <p>03 Reduced or stabilised substance misuse.</p> <p>04 Improved literacy skills.</p> <p>05 Employability prospects increased.</p> <p>06 Maintained/improved relationships with families, peers and community.</p> <p>07 The ability to access and sustain community support, including financial advice/education.</p> <p>08 The ability to live independently if they choose.</p> <p>09 Improvements in the attitudes or behaviour which lead to offending and greater acceptance of responsibility in managing their own behaviour and understanding the impact of their offending on victims and on their own families.</p>	<p>S1 Effective CJA's in place, promoting a consistent approach to offender management, systematic co-operation between offender management agencies, supported by a system of integrated case management, with input from custodial and community services.</p> <p>S2 Wider partnership of rehabilitative services in place, including addictions, housing, health, education, training and employment.</p> <p>S3 Standard approach to the methodology and use of tools for risk assessment and management embedded into practice. Any risk of serious offending identified and a management plan effectively communicated to all relevant agencies.</p> <p>S4 A range of high quality, evidence based interventions, matched to the level of assessed risk and need, supported by better tracking of the impact of interventions on individuals, from which we build up a clearer understanding of what works.</p> <p>S5 A workforce with the appropriate skills mix, targeted appropriately.</p> <p>S6 Processes and systems which facilitate the sharing of information.</p> <p>S7 A robust framework for quality assurance, performance management and outcome measures for area plans.</p>

Annex 3

Glossary of Terms

ADAT	Alcohol and Drug Action Team
ALN	Adult Literacy and Numeracy
CACTUS	Creating Alternatives to Custody Through Understanding and Support.
CJA	Community Justice Authority
CJSW	Criminal Justice Social Work
Constructs PSSO	Constructs: Positive Steps to Stopping Offending the accredited programme for addressing offending behaviour for at male offenders over 18 years of age.
COPFS	Crown Office Procurator Fiscal Service
CSOGP	Community Sexual Offenders Groupwork Programme
DTTO	Drug Treatment and Testing Order
HMCIP	Her Majesty's Chief Inspector of Prisons
HMP	Her Majesty's Prison
ICM	Integrated Case Management
JCP	Job Centre Plus
MAPOS	Multi Agency Prolific Offender Strategy
MAPPA	Multi Agency Public Protection Arrangement
NCH	National Children's Homes
NHS	National Health Service
NSCJA	North Strathclyde Community Justice Authority
SCS	Scottish Court Service
SIMD	Scottish Index of Multiple Deprivation
Skills for Justice	Skills for Justice is the dedicated Sector Skills Council and Standards Setting Body for the Justice sector.
SPS	Scottish Prison Service
SWIA	Social Work Inspection Agency
TPS	Turning Point Scotland
VSS	Victim Support Scotland
YOI	Young Offenders Institution



Annex 4

North Strathclyde Community Justice Authority Indicative Allocation 2008-09

SERVICE	2008-09 ALLOCATION
CORE	
Probation	£998,952
Community Service	£1,398,000
Social Enquiry Reports	£1,284,109
Throughcare (includes HDC)	£1,148,759
HCR	£32,850
SAO	£163,764
Mandatroy SAOs	£184,405
Diversion	£62,671
Bail	£185,692
Court Service	£322,933
TOTAL CORE SERVICES	£5,782,136
NON CORE	
Addiction Services	£2,043
Alcohol	£98,701
Arrest Referral	£49,200
Delivery of the National Training Programme	£60,000
Drugs	£151,721
DTTO	£1,118,705
Fiscal Work Order Pilots (from June 2008)	£41,667
Intensive Probation	£287,610
MAPPA	£134,227
Forensic Service	£77,002
Constructs PSSO	£588,858
Community Sex Offender Groupwork Programme	£246,797
SAO Pilot (extended to October 2008)	£149,394
Supported Accommodation	£160,833
Throughcare Addiction Services	£59,700
Turnaround Project*	£1,000,000
TOTAL NON CORE	£4,226,458
OVERALL TOTAL	£10,008,594

* Dependant on timing of the start of the operation of the residential unit.



Annex 5

Planning Group Members

Apex Scotland	Service Manager
Argyll & Bute CJSW	Criminal Justice Service Manager
Crown Office and Procurator Fiscal Service	Area Procurator Fiscal Argyll and Clyde
East Dunbartonshire CJSW	Criminal Justice Service Manager
East Renfrewshire CJSW	Criminal Justice Service Manager
Greater Glasgow & Clyde Health Board	CHP Director Inverclyde
Inverclyde CJSW	Criminal Justice Service Manager
Job Centre Plus	District Partnership Manager
NCH Scotland	Assistant Director Children's Services
NHS Highland	Service Development Manager
North Strathclyde CJA	Chief Officer & Planning Officer
Renfrewshire Council CJSW	Principal Officer of CJ and Addictions
Scottish Court Service	Sheriffdom Business Manager
Scottish Prison Service	Governor HMP Greenock & SPS CJA Liaison Manager
Strathclyde Police	Divisional Commander Renfrewshire & Inverclyde
Turning Point Scotland	Development Manager
Victim Support Scotland	Area Director Strathclyde West
West Dunbartonshire CJSW	Partnership Manager



Strengthening Community
Justice Together

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