

## **Notice of Meeting and Agenda North Strathclyde Community Justice Authority**

<b>Date</b>	<b>Time</b>	<b>Venue</b>
Friday, 11 December 2015	11:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM  
Clerk

### **Members**

Councillors Robertson (Argyll & Bute Council); O'Donnell (East Dunbartonshire Council); Lafferty (East Renfrewshire Council); McIlwee (Inverclyde Council); Williams (Renfrewshire Council); and Casey (West Dunbartonshire Council).

Convener – Councillor Williams.

### **Further Information**

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at [www.renfrewshire.gov.uk/agendas](http://www.renfrewshire.gov.uk/agendas).

For further information, please either email [democratic-services@renfrewshire.gov.uk](mailto:democratic-services@renfrewshire.gov.uk) or telephone 0141 618 7112.

### **Members of the Press and Public**

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.



## Items of business

### Apologies

Apologies from members.

### Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

- |          |  |                |
|----------|--|----------------|
| <b>1</b> | <b>Note of Inquorate Meeting</b>   | <b>5 - 6</b>   |
|          | Note of inquorate meeting held on 4 September, 2015.   |                |
| <b>2</b> | <b>Revenue Budget Monitoring</b>   | <b>7 - 10</b>  |
|          | Report by Treasurer and Chief Officer.   |                |
| <b>3</b> | <b>Administration Grant Revenue Budget Monitoring</b>  | <b>11 - 14</b> |
|          | Report by Treasurer and Chief Officer.   |                |
| <b>4</b> | <b>Audited Annual Accounts 2014/15</b>   | <b>15 - 16</b> |
|          | Report by Treasurer and Chief Officer. Accounts issued to members under separate cover as accounts have not been laid before Parliament. |                |
| <b>5</b> | <b>North Strathclyde Community Justice Authority Action Plan 2015/16</b>   | <b>17 - 24</b> |
|          | Report by Planning Officer.  |                |
| <b>6</b> | <b>North Strathclyde Community Justice Authority Annual Report 2014/15</b>   | <b>25 - 72</b> |
|          | Report by Chief Officer.   |                |
| <b>7</b> | <b>Services to Women in the Justice System</b>   | <b>73 - 76</b> |
|          | Report by Chief Officer. (Appendix not available - copy to follow).  |                |
| <b>8</b> | <b>Community Justice (Scotland) Bill - Stage 1 Scrutiny</b>  | <b>77 - 80</b> |
|          | Report by Chief Officer.   |                |

**9 Training and Development Officer**

**81 - 82**

Report by Chief Officer.

**10 Date of Next Meeting**

Note that the next meeting of the Authority will be held on Friday, 11 March, 2016 at 10.30 am in Renfrewshire House.



## Note of Inquorate Meeting North Strathclyde Community Justice Authority

Date	Time	Venue
Friday, 04 September 2015	10:30	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

### PRESENT

Councillors Welsh (substitute for Councillor O'Donnell (East Dunbartonshire Council); Lafferty (East Renfrewshire Council) and Williams (Renfrewshire Council).

### APOLOGIES

Councillors Robertson (Argyll & Bute Council); O'Donnell (East Dunbartonshire Council); McIlwee (Inverclyde Council) and Casey (West Dunbartonshire Council).

### IN ATTENDANCE

J Hunter, Chief Officer and W Kennedy, Planning Officer (both North Strathclyde Community Justice Authority); J Belton and R Gold (both Argyll & Bute Council); J Hinds (East Renfrewshire Council); A Howard (Inverclyde Council); D Hawthorn, A Scott, D Forbes and E Currie (all Renfrewshire Council); and N Firth (West Dunbartonshire Council).

## 1 **QUORUM**

Fifteen minutes after the appointed time for the meeting a quorum was not present and in terms of Standing Order 14 (a) the meeting stood adjourned.

### NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY

**To:** North Strathclyde Community Justice Authority

**On:** 11 December 2015

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**Report by:** The Treasurer and the Chief Officer

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**Heading:** Section 27 Revenue Budget Monitoring Report Q2

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#### 1. Summary Budget Position

- 1.1 Expenditure on core services is expected to be £305,374 over budget and expenditure on non-core services is expected to be £91,899 under budget resulting in an anticipated net over spend of £213,475.

Any overspend which exists at the year end is required to be met by the relevant Authority.

Details of the budget performance are discussed in point 3 below.

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#### 2 Recommendations

- 2.1 It is recommended that members consider the report.

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#### 3 Budget Performance

**Current Position:** £213,475 overspend

*Previously Reported:* £183,058 overspend

- 3.1 Argyll Bute and Dunbartonshire are projecting an overspend of £166,236. Staff and efficiency savings have been identified but have yet to be realised. Staff turnover is currently low and essential vacant posts have been filled in order to ensure continued delivery of the service to the standard compliant with all acts and statutes relevant to Criminal Justice Services. Also agency workers were used to backfill staff who were off on long term sick.

East Renfrewshire are projecting an overspend of £48,934. This is a result of additional employee and equipment costs within Criminal Justice for supervision orders.

Renfrewshire are projecting an underspend of £1,695.

Inverclyde are projecting to break-even.

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## **4 Implications of this Report**

- 4.1 Financial implications – Net expenditure of the NSCJA will be contained within the resources allocated by the Scottish Government.



NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY 2015/16

	2015-16 ALLOCATION	VIREMENT PROPOSAL	REVISED ALLOCATION	ACTUAL SPEND AT 30 SEPTEMBER 2015	PROJECTED SPEND TO 31 MARCH 2016	VARIANCE
Renfrewshire	£2,388,460	£0	£2,388,460	£1,042,028	£2,387,876	£584
Inverclyde	£1,193,955	£0	£1,193,955	£564,734	£1,286,684	(£92,729)
East Renfrewshire	£398,073	£28,003	£426,076	£193,746	£475,010	(£48,934)
Argyll Bute & Duns Partnership	£3,000,514	£155,500	£3,156,014	£1,410,187	£3,320,309	(£164,295)
<b>TOTAL CORE SERVICES</b>	<b>£6,981,002</b>	<b>£183,503</b>	<b>£7,164,505</b>	<b>£3,210,695</b>	<b>£7,469,879</b>	<b>(£305,374)</b>
Renfrewshire	£1,986,466	£0	£1,986,466	£584,623	£1,985,355	£1,111
Inverclyde	£486,209	£0	£486,209	£104,007	£393,480	£92,729
East Renfrewshire	£78,608	(£28,003)	£50,605	£22,502	£50,605	£0
Argyll Bute & Duns Partnership	£468,209	(£155,500)	£312,709	£141,591	£314,650	(£1,941)
<b>TOTAL NON CORE SERVICES</b>	<b>£3,019,492</b>	<b>(£183,503)</b>	<b>£2,835,989</b>	<b>£852,723</b>	<b>£2,744,090</b>	<b>£91,899</b>
Renfrewshire	£4,374,926	£0	£4,374,926	£1,626,651	£4,373,231	£1,695
Inverclyde	£1,680,164	£0	£1,680,164	£668,741	£1,680,164	£0
East Renfrewshire	£476,681	£0	£476,681	£216,248	£525,615	(£48,934)
Argyll Bute & Duns Partnership	£3,468,723	£0	£3,468,723	£1,551,778	£3,634,959	(£166,236)
<b>TOTAL ALL SERVICES</b>	<b>£10,000,494</b>	<b>£0</b>	<b>£10,000,494</b>	<b>£4,063,418</b>	<b>£10,213,969</b>	<b>(£213,475)</b>



**NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY**

**To:** North Strathclyde Community Justice Authority

**On:** 11 December 2015

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**Report by:** The Treasurer and the Chief Officer

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**Heading:** Administration Grant Revenue Budget Monitoring Report

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**1. Summary Budget Position**

- 1.1 Expenditure against the Administration Grant is currently projected to result in an underspend of £8,337. Details of the expected expenditure are attached to this report

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**2 Recommendations**

- 2.1 It is recommended that members consider the report

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**3 Budget Performance**

**Current Position:** £8,337 underspend  
*Previously Reported:* £9,095 underspend

- 3.1 Expenditure is currently projected to show an underspend of £8,337 compared to the Administration Grant available. The underspend arises within Employee Costs as a result of the additional grant made available for maternity cover which was reported to the board on the 13 March 2015. The Scottish Government have been informed of this position.

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**4 Implications of this Report**

- 4.1 Financial implications – the NSCJA will be required to refund any unspent element back to the Scottish Government



## COMMUNITY JUSTICE AUTHORITIES ADMINISTRATION COSTS 2015-2016

### NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY EXPENDITURE

Description	Budget	Projected Expenditure to 31st March 2015	Variance
<b>Employee Costs</b>			
Salary Costs	£151,827	£145,272	£6,555
Superannuation	£27,144	£25,622	£1,522
NI	£13,955	£13,357	£598
Travel and Subsistence	£3,001	£1,846	£1,155
Staff Training	£2,000	£4,000	-£2,000
<b>Property Costs</b>			
Rent & Rates	£15,900	£15,900	£0
Hire of Halls	£2,250	£2,500	-£250
Electricity	£580	£400	£180
Contract Cleaning	£96	£100	-£4
Other Property Costs	£1,300	£1,300	£0
<b>Supplies &amp; Services</b>			
Provisions	£1,100	£800	£300
Other Supplies & Services	£300	£500	-£200
<b>Administration Costs</b>			
Printing and Stationery	£100	£100	£0
Postages	£100	£100	£0
Telephones	£1,337	£700	£637
Members expenses	£3,819	£3,900	-£81
Other admin costs	£500	£500	£0
Employers liability	£2,900	£2,900	£0
<b>Other Agencies, Bodies</b>			
Payments to Other Local Authorities	£22,400	£22,400	£0
Auditors	£4,300	£4,375	-£75
<b>GROSS EXPENDITURE</b>	<b>£254,909</b>	<b>£246,572</b>	<b>£8,337</b>



**NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY**

**To:** North Strathclyde Community Justice Authority

**On:** 11 December 2015

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**Report by:** The Treasurer and the Chief Officer

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**Heading:** Audited Annual Accounts 2014-15

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**1. Summary**

- 1.1. At the meeting of the North Strathclyde Community Justice Authority on 12 June 2015 a report on the unaudited accounts for the year ended 31 March 2015 was noted.
  - 1.2. The audit certificate issued by Audit Scotland provides an unqualified opinion that the abstract of the accounts presents a true and fair view of the financial position of the Authority as at 31 March 2015, in accordance with the accounting policies detailed in the accounts.
  - 1.3. A report on the 2014-15 audit by Audit Scotland is also submitted for members' information. There are no matters arising from the audit which require specific reporting to the members.
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**2. Recommendations**

- 2.1 It is recommended that members approve the audited accounts and note the report by Audit Scotland.
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**To:** North Strathclyde Community Justice Authority

**On:** 11<sup>th</sup> December 2015

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**Report by:** Planning Officer

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**Heading:** North Strathclyde Community Justice Authority  
Action Plan 2015-2016

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## 1. Summary

- 1.1 The purpose of the report is to present a progress report (attached Appendix 1) of the NSCJA Action Plan for 2015-2016.
  - 1.2 The Action Plan aligns to the aims and objectives stated in our 2014-2017, 3 year Area Plan.
  - 1.3 There are 12 actions that we will do as a partnership and 19 activities associated with the actions, in the plan. The majority of which will be the management responsibility of the Chief Officer and Planning Officer.
  - 1.4 The activities will focus on ensuring continuity of ongoing work and the transition arrangements to the new model for Community Justice.
  - 1.5 Progress is being made on all outstanding activities within this year's plan. There is particular progress around the transition to the new model. The CJA officers are actively involved at both a national and local level in ensuring the transition to the new model is as seamless as possible, and continue to work closely with SGCJD.
  - 1.6 There are no exceptions to report for this update period.
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## 2. Recommendations

- 2.1 Note the content of this report
  - 2.3 Delegate authority to the Chief Officer in consultation with the Convener to make any necessary amendments to the Action Plan if required.
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### **3. Background**

- 3.1** The Management of Offender etc (Scotland) Act 2005 Section 3 (5) establishes a function of Community Justice Authorities to prepare in consultation with its partners a Plan which is aimed at reducing re-offending within its area. These plans must be prepared and submitted at the frequency specified by Scottish Ministers.
- 3.2** The Action Plan is not just a freestanding document, it should show clear links to local priorities set out in the 2014-2017 Area Plan, and provide the basis for measuring progress on an annual basis. It should enable the CJA to demonstrate the 'value-added'.
- 3.3** The Action Plan is a dynamic document that will change to reflect new national developments and translate these into local initiatives.

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### **Implications of the Report**

#### **1. Equality & Human Rights**

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report as the report is for noting. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Authorities website.

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**Author** Willie Kennedy, Planning Officer, North Strathclyde CJA,  
Tel: 0141 887 6133, e-mail: [william.kennedy@renfrewshire.gcsx.gov.uk](mailto:william.kennedy@renfrewshire.gcsx.gov.uk)

## What Actions we will do as a Partnership.

1. We will continue to work effectively in partnership to ensure the coordination of plans/strategies; interventions and workforce learning and development to reduce reoffending.
2. We will agree an Action Plan each year with our partners and others, which will set out specific actions that we will manage and monitor through regular progress reports to NSCJA.
3. We will be responsive to developing policy initiatives by including these within our existing partnership structures or establishing new structures where required to implement at a local level.
4. We will take into account the recommendations of the Commission on Women Offenders and ensure all resources are utilised effectively across a multi agency and multi sector approach to addressing the needs of women offenders in the NSCJA area coordinated through the NSCJA Women's Services Steering Group.
5. We will ensure the effective roll out of '*Moving Forward, Making Changes*' in the NSCJA area, as well as continuing to work in collaboration with a wide range of partners to develop effective interventions for domestic abuse perpetrators as well as support for victims.
6. We will continue to support the increased, appropriate use of all forms of community sentences and alternatives to custody. We will progress any appropriate actions arising from the current review of Community Payback Orders and the unit cost of CPO's, and review the delivery of Drug Treatment and Testing Orders across the NSCJA area.
7. We will continue to support the Scottish Prison Service; in particular taking advantage in the opportunities presented by the developing estate within the NSCJA area, whilst continuing to offer support to the innovative initiatives that have already been introduced.
8. We will continue to support the National; Local and exemplar Public Social Partnerships and through these we will communicate examples of good practice and success to our wider partnership group. We will work with key public sector bodies to secure sustainable funding for successful PSPs.
9. We will work with NHS GG&C and other partners to pursue innovative initiatives that incorporate a 'Whole Family Approach' to address health inequalities experienced by offenders and their families.
10. We will work in partnership with local Alcohol and Drug Partnerships to improve equity of service access and reduce the instances of drug related deaths and alcohol related deaths in the NSCJA area.
11. We will work with Scottish Government Community Justice Division; Community Planning Partnerships and other partners and stakeholders to ensure the smooth and efficient transition of duties and functions to the new structure for Community Justice.
12. We will use flexibility and innovation in the way that we allocate funding whilst keeping a focus on 'What Works' and interventions that have the most impact on reducing reoffending















## Progress against the 2015-16 Action Plan

### Key

● action achieved within timescale
 ● action will be achieved within timescale
 ● action will not be achieved

	Activities 2015-16	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress	Comments
1	Support the sustainability of the enhanced women's services in Renfrewshire; Inverclyde and West Dunbartonshire.	1; 4 ; 6;12	Increased uptake of services. Reduction in women offenders serving a custodial (including remand) or community sentence.	March 2016	●	This is an ongoing commitment over the lifespan of the current funding and existence of the CJA. The planning officer sits on the steering group of the Renfrewshire service. Both the Renfrewshire and West Dun services has been awarded further funding of £30K for 2015/16.
2	Request and receive quarterly update reports for CJA board from Renfrewshire; Inverclyde and West Dunbartonshire enhanced women's services.	1; 4 & 6	Reports received and used to determine subsequent resource allocation.	March 2016	●	Ongoing reports are tabled at the Women's services steering group meetings. Regular reports are submitted to NSCJA board .
3	Continue to work with the Scottish Prison Service and other partners in the ongoing development of a throughcare model for women offenders. Actively participate in both the HMP Low Moss PSP Governance and Operational Groups.	1; 4 & 7	Appropriate services are put in place. SPS timescales are met.	March 2016	●	This work is ongoing despite the decision not to proceed with HMP Inverclyde. A session was held on 26/3/15 exploring best practice, with a follow up session arranged for 22/6/15 looking at logic modeling session and service design. The 2 sessions above took place and work is still progressing in this area.
4		1;4; 7 & 8	Engaging prisoners are supported after liberation. All aspects of short term prisoner needs are met on liberation and all relevant agencies are engaging with PSP team.	March 2016	●	Both the chief officer and planning officer continue to contribute to the governance and operational steering groups. Regular update reports are received and shared with partners. The last operational group meeting was 19/11/15 which the Planning Officer attended.

	Activities 2015-16	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress	Comments
5	Actively participate in the Reducing Reoffending Change Fund PSPs governance groups, to deliver and sustain mentoring services to offenders in the NSCJA area.	1;4; 7 & 8	As per PSP outcome framework.	March 2016		Chief Officer sits on governance groups for all PSPs operating within NSCJA area both at a national and local level.
6	Actively support the Joint national PSP group in promoting the PSP model	1;4; 7 & 8	Improved understanding of the added value that the PSP model offers to the justice system in achieving outcomes for offenders.	March 2016		The Chief Officer is instrumental in the PSP sustainability group.
7	Continue to work with key public & third sector service providers within the NSCJA area to ensure that there is equity in access, for short term offenders, to relevant universal services (housing, healthcare, benefits, etc.)	1;4; 7 & 8	All aspects of short term prisoner needs are met on liberation and all relevant universal agencies are engaging with justice agencies.	March 2016		Part of NSCJA core business. This will be ongoing throughout the lifespan of the plan. Specific work carried out around healthcare through involvement in OPHI, NPHN. Health Justice Framework. Housing issues addressed through PSP housing sub group chaired by Anne Carruthers from Renfrewshire, and the integration of the Housing First model in Renfrewshire and East Dunbartonshire.
8	Support Local Authority CJSW to continue to consult with communities on unpaid work projects as part of CPOs	1; 4; 6	Improved visibility of unpaid work projects. Appropriate unpaid work projects carried out.	September 2015		Ongoing throughout the lifespan of plan
9	Support Local Authority CJSW in the roll out of Fiscal Work Orders (FWO) across NSCJA	1;4; 5; 6	Improved options in direct measure alternatives to prosecution.	July 2015		FWO were rolled out in NSCJA in April 2015. Early indications suggest that there is limited use of this alternative to prosecution across NSCJA.
10	Engage COPFS and CJSW in a dialogue around the effective use of Fiscal Work Orders	1;4; 5; 6	Improved options in direct measure alternatives to prosecution.	March 2016		A number of discussions and conversations took place prior to the roll out of the orders across NSCJA This involved West Dunbartonshire which was one of the pilot sites.

	Activities 2015-16	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress	Comments
11	Work in partnership with Scottish Government and Community Planning Partnerships, both nationally and locally to facilitate information sharing and awareness events in preparation for the new structure.	1; 3 & 11	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	March 2016		NSCJA officers are actively engaged both locally and nationally with the transition process. The Chief Officer is a member of the Renfrewshire Community Justice Steering Group. The Planning officer is a member of the Inverclyde Community Justice Transition Group. Both officers have participated in planning events for the AB&D Transition Plan. Nationally the Chief Officer sits on the Transition Steering Group and the planning officer is joint lead on developing the new strategy for community justice.
12	Engage with CPPs in local authority areas to start dialogue re procedures for transition to the new structure.	1; 3 & 11	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	June 2015		As Above. Dialogue is ongoing at a local level with CPP managers and Justice coordinators. NSCJA Transition Plan distributed. Draft CPP transition plans shared with NSCJA.
13	Ensure Community Planning Partnerships and associated partners are invited to all stakeholder events.	1;2;3;11	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	March 2016		As above
14	Through agreement with partners, develop and implement a CJA disestablishment plan.	1; 3 & 11	All NSCJA assets; SLAs and contracts and steering groups will be managed appropriately.	March 2016		Work ongoing to produce assets register etc.
15	Compile a local information package for CPPs to assist in the transfer of CJA functions and duties to the new structure.	1; 3 & 11	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	March 2016		National Transition resource produced by CJAs and has been put on Knowledge Hub.
16	Coordinate and facilitate multi agency learning and development in line with national plan.	1;3 & 5	A fully informed and equipped Justice workforce.	March 2016		Ongoing

	Activities 2015-16	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress	Comments
17	Progress work with NHS GG&C, GCJA and appropriate partners, based on a 'Whole Family Approach' to address health improvement of offenders and their families.	1 & 9	Improved positive health outcomes for offenders and their families, in particular children.	March 2016	●	Draft Framework presented to sponsor in September 2015. Multi agency workshop held through the HJIC in November looking at proposed long term outcomes, and links to 4 pillars of new CJ strategy.
18	Continue to engage with SGCJD and partners in the progression of the offender agenda.	1	Improved positive outcomes for offenders, their families and communities.	March 2016	●	Planning Officer currently working with SGCJD in development of new national strategy for community justice, and the development of Electronic Monitoring in Scotland. The Chief Officer is a member of the Transition Steering Group, the Guidance Sub Group and the Funding Group.
19	Positively contribute to the development of the New National Community Justice Strategy through secondment to SGCJD	1	Improved positive outcomes for offenders, their families and communities.	March 2016	●	Planning Officer is joint lead in the development of the new strategy for community justice. National and regional engagement events have taken place.





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**To: North Strathclyde Community Justice Authority**

**On: 11<sup>th</sup> December 2015**

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**Report by: Chief Officer**

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**Heading: North Strathclyde Community Justice Authority  
Annual Report 2014/15**

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## **1. Summary**

**1.1** The Management of Offenders Act states that CJA Annual Reports should be submitted “as soon as practical after the end of each financial year”. The Scottish Government has set a deadline of 30<sup>th</sup> September for submission of Annual Reports for 2014/15.

**1.2** The format for the 2014/15 report has 7 main sections

1. How we add value
  2. Our progress
  3. Managing our Resources
  4. Communications
  5. Training and Development
  6. Area Plan 2014/17
  7. Our Future Focus
- 

## **2. Recommendations**

**2.1** The Authority is asked to:

- (a) Note the content of this report.
  - (b) Approve the attached Annual Report
  - (c) Homologate the submission of the Annual Report by the Chief Officer to the Scottish Government by the deadline of 30<sup>th</sup> September 2015.
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### **3. Background**

**3.1** The Management of Offenders etc (Scotland) Act 2005 Section 3 sets out the functions of the Community Justice Authority one of these functions related to the submission at the end of each financial year of an Annual Report to Scottish Ministers covering the following:

- a) Its activities and performance during that year of discharging its functions under Section 3 of the Management of Offenders Act.
- b) The activities and performance during that year of appropriate local authorities, partner bodies and the Scottish Prison Service in complying with and facilitating compliance with the Area Plan.

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### **Implications of the Report**

#### **Equality & Human Rights**

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Authorities website.

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North Strathclyde

Community Justice Authority

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# Annual Report 2014/2015





*Strengthening Community Justice Together*



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# Our Vision

NSCJA will work through partnership to reduce reoffending and contribute to making Scotland a safer and stronger country.







# Foreword



As Convener of North Strathclyde Community Justice Authority (NSCJA), I am pleased to present our eighth annual report.

This report covers the period April 2014 to March 2015 and details the progress and achievements we have made during the last year towards the goals set in our 2014/17 Area Plan.

A great deal of work has already been carried out by our partners to tackle offending and reoffending in order that people across NSCJA can feel safe in their communities.

Following the consultation and subsequent decision to move to a new model for Community Justice, we have worked closely with the Scottish Government and other partners during the past year to ensure a smooth transition to the new structure which will be in place by April 2017.

In the meantime we must continue to remain focused and I am confident we can continue to make a significant impact on reducing reoffending and achieving more positive outcomes across the NSCJA area.

Councillor Tommy Williams  
Convener

North Strathclyde Community Justice Authority

9159

*the number of charges proved in  
court across NSCJA 13/14*

1.65%

*reduction on previous year<sup>1</sup>*

30.3%

*1 year reconviction rate in  
NSCJA an increase of 1.3%<sup>2</sup>*

0.5

*The number of reconvictions per  
offender in NSCJA ( frequency rate)  
a reduction of 0.03<sup>3</sup>*

50%

*Those convicted within 1 year of  
being released from a custodial  
sentence in NSCJA<sup>4</sup>*

33.8%

*those convicted within 1 year of  
completing a community sentence  
in NSCJA<sup>5</sup>*

<sup>1</sup> Criminal proceedings in Scottish Courts 2013/14 published  
December 2014

<sup>2</sup> -5 Reconviction Rates in Scotland: 2012-13 Offender Cohorts  
published March 2015



# 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 Convenor and Vice-Convenor. 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
- NHS Greater Glasgow and Clyde
- Crown Office and Procurator Fiscal Service.
- Victim Support Scotland
- Action for Children
- Turning Point Scotland
- Police Scotland
- NHS Highland
- Scottish Court Services
- Apex Scotland
- Sacro

Minutes and reports for all our meetings can be obtained from our website [www.nscja.co.uk](http://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
- Alcohol and Drug Partnerships
- Public Protection Partnerships
- National Violence against Women Network

NSCJA is also represented at the:

- Argyll & Clyde Criminal Justice Board.
- The Sheriff Principal's Meeting
- MAPPA Strategic Group
- National Youth Justice Strategic Group
- National Youth Justice Advisory Group
- National CJA Finance Officers Group
- Supporting Offenders with Learning Disabilities Network
- Offender and Prisoner Health Improvement Group
- National Prisoner Healthcare Network
- Renfrewshire Council Safer and Stronger Thematic Board
- HMP Low Moss PSP Governance and Operational Groups
- National Community Justice Strategy Steering Group
- Development of Electronic Monitoring in Scotland Working Group

This shows our eclectic approach to partnership working and also contributes to the realisation of all of the actions in our Action plan which could not be achieved without partnership working [Appendix 1](#).

# How we add Value

## Joint National Aims and National Action Plan

The eight Community Justice Authorities have continued working in collaboration with Scottish Government and other partners to identify shared aims and objectives that will be delivered nationally during the 2014-17 area plan period. This plan is currently being progressed through various forums. A detail of the Joint National Action Plan and the progress that has been made is attached in [Appendix 2](#).

## 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,
- Convention of Scottish Local Authorities (CoSLA),
- Scottish Prison Service (SPS)
- Social Work Scotland (SWS) and
- NHS (Scotland)

These meetings are used as forums to discuss current and emerging justice policy and to agree the position of CJAs.

During 2014-15, CJAs proactively submitted joint comments on a number of Government Consultations on justice related matters.

On the 3rd March 2015 we facilitated a major consultation event on the Future Shape of the Female Custodial Estate. Over 70 people attended the event in the Beacon Arts Centre in Greenock with representatives from a wide range of local services and local groups.

## Reducing Reoffending Programme 2

The Reducing Reoffending Programme 2 (RRP2) has been established to coordinate a programme of change and improvement within community justice. The programme has 7 main workstreams as follows:

- Women who Offend
- Throughcare and Services
- Funding
- Redesign of Community Justice
- Performance Management
- Community Payback Orders
- Development of Electronic Monitoring in Scotland

Each of the main workstreams has a number of sub groups whose task is to identify areas for improvement and find ways of making it happen. The whole programme is overseen by the RRP2 Steering Group which is made up of representatives from the key stakeholders and specialist advisors. CJAs are fully engaged with the whole programme at all 3 levels and are considered to be key stakeholders.

The Chief Officer, NSCJA, is a member of the Steering Group and on several of the Community Justice Redesign Working Groups. The Planning Officer, NSCJA, is on a part-time secondment to Community Justice Division to assist the development of the new National Strategy. Whilst on secondment he has also been assisting in the review of Electronic Monitoring. Officers from other CJAs are also involved in work around the redesign project and have this work as a joint priority for our remaining 18 months.

## Community Payback Orders

*During 2014/17 we said that :*

We will continue to support the increased, appropriate use of all forms of community sentences and alternatives to custody. We will progress any appropriate actions arising from the current review of Community Payback Orders and the unit cost of CPO's, and review the delivery of Drug Treatment and Testing Orders across the NSCJA area.  
(Appendix 1 Action 6)

*During 2014/15 we stated that we would:*

*Continue to monitor the use of Community Payback Orders, Drug Treatment and Testing Orders and other relevant community sentences*  
(Appendix 1 Activity 26)

*Monitor the joint working arrangements between Local Authority CJSW and Turning Point Scotland in the delivery of CPOs to ensure positive destinations for service users*  
(Appendix 1 Activity 28)

*Support Local Authority CJSW to continue to consult with communities on unpaid work projects as part of CPOs*  
(Appendix 1 Activity 29)

There has been an increase in CPO activity across NSCJA of 12.5% on the previous year . This has largely been driven by the number of service users on an unpaid work or other activity and/or supervision requirement. 85% male and 15% female were given a CPO during this reporting period. The average length for a CPO in NSCJA was 128 hours.

During 2013/14 (latest publication of statistics released March 2015) there was a successful completion rate of 73.9%; whilst 16.8% were revoked due to a breach .

Of the nine requirements available for CPOs, Unpaid work or other activity and Supervision were the two that were mainly imposed either as a single or multiple requirement order.

Programme; Compensation ; Conduct and Alcohol Treatment requirements were used to an extent as either a single or multiple order.

Residence; Mental Health and Drug treatment were the least used requirements, with single figure statistics.

Some examples of unpaid work that have benefited the community across NSCJA are:

- the creation of an “outdoor classroom” for a primary school in Bishopbriggs, building and setting up benches, planters, bird tables and boxes.
- the extensive renovation of offices occupied by several local charities.
- access to a SCQF level 2 gardening skills qualification through a gardening project in Dumbarton.
- the Barbluie Project in Lochgilphead a woodland trust project, where workers assist in planting and general wood maintenance

## Reconviction Rates

NSCJA are tasked, through legislation, to reduce reoffending across the six constituent local authorities. The main indicator used to determine percentage change in this area is the Reconviction Statistics, prepared and published annually by the Scottish Government.

<http://www.gov.scot/Topics/Statistics/Browse/Crime-Justice/Datasets/ReconvictOffendDatasets/reconbyoffend1213>

The one year reconviction rate, in Scotland, for the 2012-13 cohort (reported June 2015) is 1 percentage points lower than that of the previous year (28.6% compared to 29.6% for 2010-11).

The current 1 year reconviction rate for the NSCJA area is 30.3%, 1.7 percentage points higher than the national figure. This indicates a 1.3% increase on the 2011-12 (reported 2014) cohort. The increase of 1.3% is against the downward trend of the National figure of 0.9%. The current rates for each local authority area are:

Argyll & Bute	29.7%	up 5% on previous year
East & West Dunbartonshire	32.1%	up 0.4% on previous year
East Renfrewshire & Renfrewshire	28.6%	up 0.9% on previous year
Inverclyde	31.3%	up 0.4% on previous year

Over the past eight years, since North Strathclyde Community Justice Authority came into operation, there has been a steady reduction in the one year reconviction rate. In 2009, the first cohort of offenders who would have been directly influenced by the effective work carried out by NSCJA and partners, the one year reconviction rate was 32.7%, whereas in 2015 it is 30.3 %; an overall reduction of 2.4 percentage points. This positive sustained progress can be attributed to the success of the joint partnership working both within and across sectors and local authority boundaries in the North Strathclyde Community Justice Authority area.

## Fiscal Work Orders

*We also said that we would:*

*Support Local Authority CJSW in the roll out of Fiscal Work Orders (FWO) across NSCJA  
(Appendix 1 Activity 30)*

The Angiolini commission recommended that fiscal work orders should be rolled out across Scotland and the Scottish Government responded to that recommendation. The national roll out of the order will be from April 2015.

Rolling out fiscal work orders seems a natural progression if it helps keep people out of formal court proceedings, reduces reoffending and deals with persons in a speedier and more cost effective way.

The government proposes to pay £250 per individual order and it has earmarked £500,000 across Scotland for this purpose.

Within the NSCJA area, Fiscal Work Orders are currently being piloted in West Dunbartonshire. The procurator fiscal requests a report from the local authority on the suitability for a person to undertake a fiscal work order as an alternative to prosecution. If the person accepts the offer and is suitable the PF decides how many hours of unpaid work should be ordered (10-50).

The hours must be completed within 6 months and if they are not completed the person is liable to further proceedings as if the order had not been made.

# Our Progress

## Public Social Partnerships (PSPs)

*One of our actions for 2014/17 was to:*

Continue to support the National; Local and exemplar Public Social Partnerships and through these we will communicate examples of good practice and success to our wider partnership group. We will work with key public sector bodies to secure sustainable funding for successful PSPs (Appendix 1 Action 8)

*Our 2014/15 Action plan stated we would:*

Actively participate in the Reducing Reoffending Change Fund PSPs governance groups, to deliver and sustain mentoring services to offenders in the NSCJA area.

(Appendix 1 Activity 21)

There are a total of 7 Reducing Reoffending Change Fund PSPs currently operating in Scotland and NSCJA actively supports four which provide either mentoring or throughcare support to prisoners returning to our area. During 2013/14 all these PSPs developed a network of services which ultimately covered the whole prison estate in Scotland with the focus being to assist the rehabilitation of short term prisoners which will reduce their risk of reoffending and thereby make our communities safer. Short term prisoners have the highest reoffending rates within the prisoner population.

On the evening of Wednesday 25th February 2015, the seven PSPs held an awareness raising event in 'The Garden Lobby' at the Scottish Parliament.

The event which was sponsored by Christine Grahame, MSP was very well supported and over 160 guests and MSPs attended to listen to the testimonies of two service users whose lives had completely changed for the better through the support given by their respective PSP mentors. All PSPs had other service users and staff available at their stalls to discuss their services and answer questions.

Tom Halpin, CEO Sacro and Martin Cawley, CEO Turning Point Scotland formally welcomed those attending and provided some helpful background information but it was the two young service users from Greenock and Dundee who stole the show and gave the event a lift through the positive experiences they had whilst engaging with their respective PSPs. We will continue to work jointly with all the PSPs to secure sustainable funding for these valuable support services which, as we all witnessed that evening, are helping people improve their lives.

The Reducing Reoffending Change Fund PSPs are:-

New Routes	led by	WISE Group
Shine	led by	SACRO
Low Moss	led by	Turning Point
Moving On	led by	AFC/Barnardo's
VASLAN	led by	Voluntary Action (South Lanarkshire)
TCA	led by	Tayside Council on Alcohol
IMPACT	led by	Includem



## HMP Low Moss PSP

*During 2014/15 we said that we would:*

*Continue to work with partners in the ongoing development of HMP Low Moss Throughcare PSP and the associated service provision to achieve a best practice model.*

*(Appendix 1 Activity 13)*

*Positively participate in the HMP Low Moss PSP 'Outcomes' and 'Families and Children' sub group.*

*(Appendix 1 Activity 14)*

*Organise a stakeholder event to measure the impact of the HMP Low Moss PSP.*

*(Appendix1 Activity 15)*

*Actively participate in both the HMP Low Moss PSP Governance and Operational Groups.*

*(Appendix1 Activity 17)*

*Monitor progress of HMP Low Moss PSP Housing sub group, made up of Local Authority Homelessness Managers.*

*(Appendix1 Activity 24)*

*And*

*Support the implementation of any deliverables from the Housing Sub Group*

*(Appendix1 Activity 25)*

The Low Moss exemplar PSP provides Throughcare support to prisoners from the North Strathclyde, Glasgow and Falkirk areas. The support team includes multiple third sector organisations plus prison officers on a secondment and is led by one of our partners Turning Point Scotland. All short term prisoners are offered an initial meeting with a member of the team who will prepare a brief assessment of the support the team can provide post liberation. As with most of the Reducing Reoffending Change Fund PSPs, help with housing and benefits are the most common areas of support requested. On the 31st March 2015 there were 91 prisoners being supported in custody and 116 being supported in the community after serving their sentence.

***714 the daily average number of adult men from NSCJA in prison in 2014/15.***

***0.85% more than in 2013/14***

## New Routes PSP

The New Routes PSP provides mentoring support to male prisoners up to 30 years of age across the adult male prison population. Like the other PSPs the mentors are recruited from a range of third sector organisations to ensure the full range of skills and experience is available to provide the right support post release.

The lead organisation in this PSP is the Wise Group who have extensive experience of working with this client group.

During 2014/15, 128 prisoners from the NSCJA area were referred to New Routes and 115 (90% actively engaged with the service).



## Shine PSP

The Shine PSP provides mentoring support to women prisoners and to women on community orders across the whole of Scotland. The mentoring service is provided by a range of third sector organisations who are led by Sacro and the service has been established jointly with a range of public sector partners similar to all other justice PSPs. All third sector organisations involved with this PSP have significant expertise of supporting women who offend and also their families. For many of the women it is the first 2 or 3 weeks post liberation that are the most difficult so the early support provided by Shine can make the difference between a quick return to prison or not.

During 2014/15 Shine supported 44 women from the NSCJA area and this service was provided by 2 full time mentors who are fully integrated with other community support service for women and can therefore access the range of multi disciplinary skills and service the women need.

***There has been an average of 33 Women in custody from NSCJA area during 2014/15.  
A 10.8% reduction on the previous year.***

## Barnardos Action for Children (BAFC) PSP

This PSP provides Throughcare support for young (under 21 years old) male prisoners returning to two of our constituent local authorities, Inverclyde and Renfrewshire. The service has been developed from a successful earlier project called Moving On and aims to provide intensive support for young offenders with a focus on improving their employability prospects. The partnership is jointly lead by Barnardos and Action for Children, two organisations with both the skills and experience of working very positively with young offenders and matching them to suitable employers.

During the last year the targets and outcomes for Renfrewshire and Inverclyde were as follows:

Area	Target Engagement (90%)	Target non return to prison (75%)	Target Positive Destination (65%)
Renfrewshire	67/69 (97%)	59/67 (88%)	31/67 (46%)
Inverclyde	43/46 (94%)	42/43 (98%)	33/43 (77%)

***57 the daily average number of young men from NSCJA in prison in 2014/15.  
25% less than the previous year***

## Joint NSCJA/ Health Initiatives

*In our 2014/15 Action Plan we stated that we wanted to:*

*Progress work with NHS GG&C, GCJA and appropriate partners, based on a 'Whole Family Approach' to address health improvement of offenders and their families.  
(Appendix 1 Activity 5)*

*Support Alcohol and Drug Partnerships in the realisation of their local delivery plans  
(Appendix 1 Activity 6)*

*Implement Keys to Life recommendations 45 to 48 across appropriate local partners  
(Appendix 1 Activity 7)  
and*

*Ensure that all appropriate local justice professionals have access to the 2011 guide 'People with Learning Disabilities and the Criminal Justice System'  
(Appendix 1 Activity 9)*

Health awareness and health improvement have always been an objective in NSCJA area plans.

Addressing health inequalities in areas of deprivation and improving access to health can be a contributing factor to reducing reoffending.

Equally Well (2008), the Scottish Governments ministerial task force report on health inequalities also identified offenders as one of a number of particular groups in need of targeted interventions.

During this reporting period, there have been a number of health related initiatives that NSCJA officers have been involved in:

The Chief Officer attends and contributes to the:

- National Prison Health Network.
- Joint NSCJA / ADP strategy group

The Planning Officer attends and contributes to the:

- NHSGG&C 'Offending and Prisons Health Improvement Group'.
- The Supporting Offenders with Learning Disabilities Network.
- HMP Greenock drug strategy group
- HMP Low Moss drug strategy group
- Joint NSCJA / ADP strategy group.

Through attendance at the Supporting Offenders with Learning Disabilities (SOLD) network and chairing the NSCJA Literacies steering group, NSCJA intended to take forward the recommendations from the 'Keys to Life' and 'No One Knows', ensuring that they are implemented and adhered to at a local level. These recommendations are aimed at ensuring that people with a learning disability are not disadvantaged when in contact with the justice system. We are confident that we have succeeded in this area

NSCJA is working closely with GCJA; NHSGG&C; NHS Health Scotland and a number of key partners to develop a 'Whole Family Approach' in tackling the health inequalities of offenders and their families. Particularly focusing on the Children Affected by Parental Imprisonment (CAPI).

The framework sponsored by the NPHN, 'Better Health Better Lives for offenders in the community; Reducing Offending, Reducing Inequalities ' should be finalised late 2015.

## Turnaround Service

*During 2014/15 we said that we would:*

*Engage with 'Inspiring Scotland' to ensure sustainability of the Turnaround service.*

*(Appendix 1 Activity 18)*

*Organise and facilitate with SWSCJA a multi agency event for 10 local Authority CPPS and ADPs focussed on Turnaround service sustainability.*

*(Appendix 1 Activity 19)*

The community based services continue to thrive since they became co-located with Criminal Justice Social Work. The total number of referrals, on programme and successfully completing are all up as can be seen from the table below. In addition, the rate of personal improvement on a scaling matrix 1-6 shows a range from 0.94 average improvements in Dunoon to an impressive 1.96 average in Renfrewshire<sup>6</sup>.

### Referrals to Turnaround Residential and Turnaround Community in the past 2 years to 31/03/15

Area	Residential Admissions	Community Referrals
Argyll & Bute (Dunoon)		25
Dumbarton (incl Helensburgh)	35	215
Renfrewshire	77	65
East Renfrewshire	1	1
Inverclyde	15	16

From the above table it is clear that all 6 local authorities in NSCJA are receiving a service with Renfrewshire and West Dumbarton, the two largest users.

The residential service also continues to operate at near full capacity with an average occupancy rate of 94% during 2014/15. In total 104 men aged 19-51 were admitted to the residential unit during the year and 71 successfully completed the programme with an average improvement on the scaling matrix 1-6 of 2.04<sup>6</sup>.

<sup>6</sup> The matrix is an assessment tool developed by Turnaround to measure progress of people who are engaged in the Echo programme which addresses a range of addiction, health and personal issues. The tool requires the subject to score themselves on a scale of 1-6 prior to starting, mid and at the end of the programme. The aim is to chart improvement in the person's social capacity.

## Women Who Offend

*During 2014/17 we said that :*

Take into account the recommendations of the Commission on Women Offenders and ensure all resources are utilised effectively across a multi agency and multi sector approach to addressing the needs of women offenders in the NSCJA area coordinated through the NSCJA Women's Services Steering Group.  
(Appendix 1 Action 4)

*Our 2014/15 Action plan stated we would:*

*Monitor and support the ongoing development of the enhanced women's services in Renfrewshire; Inverclyde and West Dunbartonshire*  
(Appendix 1 Activity 1)

*Request and receive quarterly update reports for CJA Board from Renfrewshire; Inverclyde and West Dunbartonshire enhanced women's services.*  
(Appendix 1 Activity 2)

At our NSCJA Board meeting in March 2014 we allocated the following funding to develop discreet community services to provide support to women who offend:-

£94,278	-	Inverclyde Council
£35,529	-	West Dumbarton Council
£46,000	-	Renfrewshire Council

Broadly, the funding was given to enable these Councils, in partnership with others including 3rd sector, to develop services around the gaps which were identified by the Commission on Women Offenders. A further description of each of the three new services is set out below.

### Renfrewshire

Our service aims to provide a comprehensive service for women in the Criminal Justice system including providing CJSW reports, supervision of Orders/Licences, voluntary throughcare and HDC assessments. In addition, we provide a Bail Support service and Diversion from Prosecution. We are co-located with Renfrewshire Drugs Service, Integrated Alcohol team and a variety of other Criminal Justice services including Shine Mentoring worker, Circle worker and CJ Throughcare staff. We provide multi-disciplinary interventions to meet complex needs through group work and one-to-one support. Our team consists of one full-time and two part-time social workers, two social work assistants, a volunteer co-ordinator and a Women's Justice service Co-ordinator. Our groups are facilitated by a variety of staff including a social worker, social work assistants, a Turnaround worker, a Woman and Children 1<sup>st</sup> advocacy and support worker and our Drop-in group is staffed by a Volunteer Co-ordinator (seconded from 218 Project) and a trained volunteer who was previously a service user. We run three groups a week: a modular offence focussed programme based on CBT, social learning theory and change theory, a life skills group and a Drop-in group. We plan to start using the gender specific Connections Programme from Aberdeen City in 2015 and are interested in looking at a trauma programme such as Stephanie Covington's Beyond Trauma. We try to be responsive to needs and we regularly carry out home visits if a woman misses an appointment/group. In this way, we hope to reduce the number of women being remanded/incarcerated for failing to respond for court report interviews or for breaching Orders. Group work and one-to-one support also available to women in the CJ system from East Renfrewshire.

## West Dumbarton

The Moving Forward Life-skills & Wellbeing Service currently offers Group Work activities and 1-1 emotional and practical support to women involved in the Criminal Justice system. The Moving Forward Group includes life skills, health and well-being, education, training and volunteering opportunities. The service also provides information sessions from a variety of supporting partner agencies.

Due to securing a year's funding, the programme has been extended to include 1-1 support, a drop in service and a small volunteering group.

The 1-1 support offers mentoring, advocacy, befriending and emotional and practical support according to individual's needs.

The drop-in service includes advice/support from partner agencies and Criminal Justice Staff, Stress Management & Relaxation, Arts & Crafts and a Clothes Bank.

The volunteering group consists of 2-3 women who will volunteer for a local charity for 2 hours a week. This will be supervised by the Project Worker. The aim is for women to eventually gain experience and confidence to independently apply for volunteering opportunities in the future.

We currently have 1 Project Worker who facilitates the group work programme and has developed the enhanced service to include 1-1 support, drop-in service and voluntary group. We have 1 Social Worker who co-facilitates the Moving Forward Group with the Project Worker and 1 Social Worker who will assist with the drop-in service, which is due to start in late November 2014. 2 women from the Moving Forward Group have offered to informally volunteer at the drop-in, to assist with some of the activities.

The aim of the enhanced service is to improve support for women involved in the Criminal Justice System, which is needs led, with a holistic welfare approach and promotes social inclusion. The women are supported, within a safe, non-threatening and non-judgmental environment to take responsibility for their own rehabilitation within the community.

## Inverclyde

**Drop-in service :** Provision of emotional and practical support with partner agencies facilitating information/taster sessions

**Outreach support :** Actively visiting women within their communities and homes to provide support, as well as assisting them to appointments

**Advocacy :** Supporting and enabling women to access services and information

**Group work :** Explore offending behaviour and underpinning reasons for offending within a peer group setting

**Awareness raising and information sharing :** Disseminate research and literature findings, regarding women's pathways into criminal justice system, with partner agencies to eliminate or reduce barriers for women accessing mainstream services

**Partnership working :** working with local voluntary and statutory organisations to improve well-being of women and reduce the risk of re-offending.

## HMP Inverclyde

*During 2014/15 we said that we would:*

Continue to work with the Scottish Prison Service and other partners in the ongoing development of HMP Inverclyde.

*(Appendix 1, Activity 3)*

*and*

Set up appropriate multi-agency governance and operational groups to develop and progress services for HMP Inverclyde.

*(Appendix 1, Activity 4)*

On 26th January 2015 the Justice Secretary announced that plans for a new female prison in Inverclyde would not go ahead, instead the Government and the Scottish Prison Service would engage with stakeholders to develop smaller regional and community facilities across the country. NSCJA supported this by organising a local consultation event on 3rd March 2015 in Greenock Arts Centre which was attended by over 100 local stakeholders from a wide range of community and partner organisations.

In the lead-up to the announcement we had created a Throughcare Service Design Project which was well advanced in designing the new service to women who would be held in Inverclyde. The future of this work is currently suspended until we can clarify with SPS what the new female estate will look like.

## Throughcare Support Officers (HMP Greenock)

*In 2014/15 one of our objectives was to:*

Positively contribute to the governance and project team meetings for the HMP Greenock Throughcare Support Officer scheme. *(Appendix 1, Activity 20)*

Throughcare Support Officers have continued to develop at HMP Greenock. The service was evaluated independently by the University of Edinburgh Business School. Early indicators are that this new and innovative method of supporting offenders on their journey from prison back to the community is worthwhile. It has unearthed some issues and obstacles that an offender faces during this difficult part of their life, and some small adjustments have been made to overcome these obstacles. It is clear from early observations that female offenders are far more likely to engage with this service than males, work will continue to seek motivational methods of increasing engagement levels with male offenders.

In addition two Community Integration Units are nearing completion at HMP Greenock which will operate to augment the work already done to assist offenders as part of the 'unlocking potential and transforming lives' vision of the SPS which will lead to delivering the overarching principle of 'Making Scotland a Safer Place'

The TSO model has been rolled out across the SPS estate with every establishment (with the exception of the privately operated prisons) employing TSOs. The role of TSOs in the NSCJA area has been used to enhance existing services and in particular the PSPs. An example of this is the HMP Low Moss Prisoner Support Pathway, where the TSOs have been seconded into the PSP team.



## Communication

The following list provides a flavour of the range of events and workshops the CJA has participated in during 2014/15 which has not been captured elsewhere in this report.

Area Plan Implementation Group	Offenders & Prison Health Improvement Group
Argyll and Clyde Local Criminal Justice Board	Policy Performance and Communications Group
BAFC Governance Group	HMP Low Moss PSP Governance Group
Centre for Youth and Criminal Justice Events	HMP Low Moss PSP Operational Group
Chief Officers Group	Ready for Business Seminar
Community Justice Consultation Event	Renfrewshire Safer and Stronger Thematic Board
Community Justice Trade Fare	Restorative Practice Conference
Conveners Group	RRP2 Programme Board
Directory of Interventions development group	SASO Conference
Disclosure Consultation Event	Sheriff Principals Meeting
Good Lives Advisory Group	Skills for Justice Country Group
HMP Greenock Addictions Strategy Group	Skills for Justice Sharing Good Practice Event
HMP Low Moss PSP Governance Group	Supporting Offenders with Learning Disabilities network
HMP Low Moss Addictions Strategy Group	STRADA Workforce Development Reference Group
Holyrood Conferences	Structure Redesign Workshop
Justice Leaders Network	Throughcare Support Officers Operational Group
Launch of Low Moss PSP Event	Throughcare Support Officers Project Board
Literacies Steering Group	Turnaround Steering Group
MAPPa Review Workshop	Violence Against Women Strategy workshops
MAPPa Strategic Group	Violence Reduction Unit Events
National Finance Officers Group	Welfare Reform Briefings
National Prison Health Care Improvement Group	Women Who Offend Workshop
National Youth Justice Advisory Group	Youth Justice Strategic Group
New Routes Governance Group	
NSCJA Finance Group	

## NSCJA Website

NSCJA recognises that clear communication is integral to the work that we carry out. Our website is a major tool in the communication strategy. All reports that are related to NSCJA are placed on the website, ranging from CJA Board meeting reports and minutes to our updated governance arrangements.

The site is managed and updated by NSCJA officers through an input and approval model.

## National Directory of Interventions and Services for Offenders User Group

Following a period of inactivity National Directory of Interventions and Services for Offenders –User Group was resurrected with the first meeting held on 30.4.14. Following this and subsequent meetings, a consultation document was circulated to stakeholders in the latter part of 2014 with a return date of January 2015.

The consultation responses were analysed independently and drew conclusions from the responses.

The NSCJA planning officer continues to actively participate in the User Group.

## NSCJA Literacies Steering Group

*Implement Keys to Life recommendations 45 to 48 across appropriate local partners  
(Appendix 1 Activity 7)  
and*

*Ensure that all appropriate local justice professionals have access to the 2011 guide 'People with Learning Disabilities and the Criminal Justice System'  
(Appendix 1 Activity 9)*

During this reporting year, the NSCJA Literacies Steering Group has met on several occasions. The group which is chaired by the NSCJA Planning Officer has taken forward a number of key areas.

The offender Literacies project, continues to operate in both establishments.

The group also has a direct link to the Supporting Offenders with Learning Disabilities network through the chair. This has enabled the group to address the majority of the issues presented by offenders.

Unfortunately due to delays in the implementation of recommendations nationally from the Keys to Life, NSCJA has been unable to fulfil the activities that we said we would do. We will continue to attend the various forums and implement these areas as soon as is practical in the future, to ensure that inequalities are eradicated.





# Managing Resources

## Allocating funding to Local Authorities

In 2014/15 NSCJA allocated £10.12 million of Section 27 grant to the Criminal Justice Social Work Services across our six Local Authorities. This was £12,000 less than amount allocated the previous year. Details of the £10.12 million allocation is presented in [Appendix 3](#). In addition, we allocated the following grant to fund community services for women:

Inverclyde Council	£94,000
Renfrewshire Council	£46,000
West Dumbarton Council	£35,000

## Monitoring Local Authority Grant Expenditure

NSCJA facilitates regular finance monitoring meetings with all six Local Authorities to monitor grant expenditure. As part of the 'Conditions of Grant' agreements, each Local Authority submits a financial declaration report outlining any projected overspend/ underspend on the allocated grant; any rectifying actions they have taken and associated financial risks identified. Using these reports, the projected expenditure by Local Authorities to the end of each financial year is monitored, with adjustments made where possible, to fully utilise the grant we receive. In 2014/15 there was a small overspend across NSCJA.

In addition to this local finance meeting, the NSCJA Chief Officer chairs the National CJA Finance Group which is attended by the Finance Officers 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

In 2009/10 NSCJA were the first CJA to introduce a 'Conditions of Grant' agreement with the six Local Authorities. The agreements are signed by the CSWOs giving assurance that the allocated grant will be used appropriately and the 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. The Local Authority Criminal Justice Social Work Annual Reports are considered at our September Board meetings. Copies of the reports are posted on our website [www.nscja.co.uk](http://www.nscja.co.uk).

## Running Costs

NSCJA received an administration grant of £222,682 in 2014/15 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 Deputy Convener and property costs.

It was 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 2014-15 will be published on our website once laid before the Scottish Parliament in December 2016. The 2013/14 income and expenditure account and balance sheet is shown at [Appendix 4](#) to this report

# Training and Development

*During 2014/15 we committed to:*

*Co-ordinate and facilitate multi-agency learning and development in line with National Plans (Appendix 1 Activity 36)  
and*

*Co-ordinate and facilitate workforce training for preparation for roll out of Moving Forward : Making Changes (Appendix 1 Activity 37)*

Training, learning and development is an important investment that ensures the quality of community justice services and supports staff effectiveness in contributing to the CJA's planned outcomes.

During 2014/15 we delivered a range of services for staff from across the CJA area that work in the key agencies involved, including social work, the prison service, the health service and the police.

Our training and development work is organised around three main objectives:

Development needed to support delivery of the CJA's Area Plan;

Local management, organisation and delivery of the national training schedule for community justice;

Specific professional support for learning and development in social work criminal justice services.

## **Supporting the area plan**

Our main focus in relation to the CJA's Area Plan was to provide training and development support for the MAPPA arrangements in the area, and for initiatives arising from the need identified nationally to improve services for women who offend.

For MAPPA this included a series of events for the Strategic Oversight Group (SOG), the MAPPA Operational Group (MOG) and for various groups of frontline staff from across agencies. In addition to a number of "Awareness" sessions, these events covered issues such as the new Document Set and revised MAPPA guidance. A good understanding of these tools is vital for effective working on public protection and of key importance to good multi-agency working. Moreover, this work has been especially important as part of our preparations for the extension of the MAPPA arrangements, expected during 2015/16, to include particularly high-risk violent offenders.

The new initiatives for women who offend have led to significant redesign of service delivery across CJA member authorities. This is aimed at delivering a more responsive and effective service. Our Training and Development officer (T&DO) has had involvement in a women's services strategic group operating across the CJA to ensure that training and development can support this work. In particular, this has involved establishing a small working group to address a number of issues including; trauma informed practice, the professional development needs of CJSW staff working with women, and the application of Groupwork in this area.

### Delivery of national training plans

We continued to deliver the core national schedule of accredited programmes and risk assessments. These include LS/CMI, RM 2000/SA07, SARA, Caledonian, Constructs and Foundation Groupwork Skills. These training activities are now well embedded across the country, and in North Strathclyde, with no waiting lists evident and the current emphasis being on quickly providing sessions for staff newly appointed across the CJA.

During 2014/15, a major focus for training and development has been supporting the implementation of the new programme for working with sex offenders – *Moving Forward: Making Changes*. This replaces the previous C-SOGP programme. It has been found that an effective approach to Foundation Groupwork Skills acts as a strong platform for staff delivering the new accredited programmes, and so completion of this has become a prerequisite for practitioners new to this work. As a result, a considerable amount of resource has been deployed on Foundation Groupwork activities - with more than twice the number of events being delivered to meet increased demand.

### Professional learning and development for CJSW staff

The T&DO has supported “GRASP” training across the CJA. This covers risk management planning, scenario and contingency planning for high risk offenders. The courses were delivered by the service manager from East Dunbartonshire Council, and involved a pilot and four additional courses. However, it is likely that this work will be superseded by the RMA’s Risk Practice training that was piloted in February 2015 and is being launched during 2015/16. This is an important area for training and development as it will be necessary for a sufficient number of CJSW staff to be trained in Risk Practice in the lead in to the MAPPA extension to violent offenders. The programme addresses the skills required in working with offenders who pose a risk of serious harm.

We have continued to support staff undertaking Scottish Vocational Qualifications (SVQs) especially the introduction of SVQ Level 3 in Community Justice (Working with Offending Behaviour). Staff involved must demonstrate competence, skills and knowledge against agreed national occupational standards in a range of practice settings. Our T&DO acts as an internal verifier for candidates in those CJA member authorities with staff undertaking the award. SVQs offer a qualification route for non-social work qualified and para-professional staff, with a view to future registration with the Scottish Social Services Council (SSSC). Local authorities across NSCJA are at different stages in rolling out this approach and the T&DO is liaising with each in delivery of their plans, including involvement in selection, support and standardisation.

Finally, our T&DO has also:

- Provided professional development support to the Area Plan Implementation Group (APIG), which is now working with the various Community Planning Partnerships in preparation for the transition to new CJ structures.
- Continued to represent the CJA at a national level on the T&DO Group, with Scottish Government – Justice Division and the RMA, and on the RM2000/SA07 Training Co-ordinating Group.
- Continued to support the Argyll and Bute and Dunbartonshires’ Partnership, in particular through involvement with its Training Planning Group.
- Additionally, the T&DO has coordinated a small group on behalf of the T&DO’s, bringing together the various business support staff involved across the Scottish CJA’s, in an approach to standardising course administration, nomination, recording and certification systems for the national training schedule.

# Area Plan 2014/17

This annual report outlines progress in the first year of our three year area plan for 2014/17 .Over this three year period, NSCJA will build on previous achievements in addressing offending behaviour and associated issues to maintain the downward trend in the one year reconviction frequency rate.

In preparing the area plan we consulted with all our partner agencies., and our elected members.

Our 2014/17 area plan was approved by the Cabinet Secretary

The first year's action plan for the period 2014/15 was aimed at building on previous years achievements and addressing further areas for improvement during this period. The Action Plan took a different format from previous years. It outlined 12 Actions that NSCJA will do as a partnership over the lifetime of the Area Plan. It the outlined the Activities that would be carried out during 2014/15, that would contribute to achieving these actions.

A key focus for this and subsequent action plans will be the transition from the present structure towards the new model for community justice post March 2017, which will see Community Justice Authorities disestablished.

The management of the majority of actions in the plan were allocated, to the NSCJA Chief Officer and Planning Officer who were the people best placed to ensure that the actions were progressed through a wide range of partnership working at an operational level, whilst maintaining a strategic oversight position.

As with our previous action plans, progress has been monitored and reported at the quarterly Area Plan Implementation Group (APIG) meetings. There have also been quarterly reports submitted to the NSCJA board meetings.

## **81% Activities achieved within timescale during 2014/15**

Of the 37 Activities identified in the 2014/2015 action plan, 30 have been achieved within timescale. (Appendix1)

Of the 7 Activities that were not achieved during this period, a number of these will be ongoing . Delays in National Initiatives contributed to the inability of NSCJA and partners achieving all of these activities.



# Our Future Focus



During NSCJA's final 12/18 months we will continue to focus on our core work that we have set out in our Area Plan 2014/17 and Action Plan. Amongst other initiatives this will involve continuing to support the Justice PSPs achieve success and find sustainable funding. We also have a lead role in working with partners in Health services to develop prisoners family support practices.

Work will also continue with partners to develop community services to support women who offend and we will also lead a design process to develop a new Throughcare service for women leaving prison.

However, given the circumstances of the redesign of community justice structures we will become increasing involved in both national and local arrangements aimed at preparing Community Planning Partnerships for their new duties which they will take on from 1<sup>st</sup> April 2017. This will involve considerable joint working with the Scottish Government, CoSLA, local authorities and others to ensure our legacy and the retention of our many partnership arrangements and processes.

# Equalities

As a public authority, the CJA is subject to the Public Sector Equality Duty (PSED). The Duty requires that the CJA:

- Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct.
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The protected characteristics covered by the Duty are- age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

North Strathclyde CJA recognises that to truly deliver a safer, stronger authority area, we need to make sure that considering equalities is an integral part of our and our partners business.

We continue to work to make sure we meet our commitments under the Public Sector Equality Duty. We will continue to work with partners to improve information sharing, collecting data on outcomes and reviewing performance around community justice. This will help us identify, with our partners, where key inequalities exist in the system and work together to build approaches that will tackle this. Progress is already underway in relation to best practice relating to young offenders, and to redressing gender inequality in the system in Scotland.

North Strathclyde CJA is working to mainstream equalities across Community Justice Services in the six constituent local authorities. This means systematically considering the impact of our work on disadvantaged groups, from the planning stage through to the action and monitoring stages. Here are some ways we intend doing this:

## Board meetings and decision making

- The CJA board is the main way the CJA makes decisions about policies and plans. All our partners attend the board, which meets four times a year.
- Since June 2013, every proposal submitted to the board has included a specific section about the implications of the proposal for people with protected characteristics, suggestions about how to ensure equality and details of any gap in evidence or information.
- This means that each decision the board takes includes consideration of equalities.

## The Area Plan and performance

- Most work the CJA is involved in originates from our Area Plan. The next plan, for 2014-17, will be subject to an equalities impact assessment. This will be monitored throughout the period of the plan, with a review of the impact of the plan in terms of equalities undertaken at the end of the planning period.
- Progress and monitoring of the plan is supported by the CJA performance framework. We have embedded our equalities outcomes in this framework, and wherever possible analysis of our performance indicators will include equalities data where it is available.



## Publications, events and communication

It is important that CJA publications and events are accessible for everyone.

We have worked to make sure our website content is fully accessible and includes relevant information on our work in relation to equalities.

We try to make sure our events, whether for partners or the public, are accessible and we offer support for anyone who has particular needs in terms of travel and attendance.

## National activity

North Strathclyde CJA works with the other CJAs in Scotland, and national partners like the Scottish Government, to develop and influence national work.

We are committed along with these partners to:

Ensure national policy is subject to equalities impact assessment and monitoring through taking part in national workstream groups under the Reducing Reoffending II programme.

Wherever possible analyse national performance to explore the impact on groups with protected characteristics. For instance, the interim CJA performance framework includes breakdowns by these characteristics where possible.

Work together to test and roll out evidence based practice that we know can tackle inequalities. For instance, a key focus of activity at the moment is changing the system to ensure interventions are gender appropriate, recognising the specific challenges faced by women involved in offending.









### What Actions we will do as a Partnership. 2014/17

1. We will continue to work effectively in partnership to ensure the coordination of plans/strategies; interventions and workforce learning and development to reduce reoffending.
2. We will agree an Action Plan each year with our partners and others, which will set out specific actions that we will manage and monitor through regular progress reports to NSCJA.
3. We will be responsive to developing policy initiatives by including these within our existing partnership structures or establishing new structures where required to implement at a local level.
4. We will take into account the recommendations of the Commission on Women Offenders and ensure all resources are utilised effectively across a multi agency and multi sector approach to addressing the needs of women offenders in the NSCJA area coordinated through the NSCJA Women's Services Steering Group.
5. We will ensure the effective roll out of '*Moving Forward, Making Changes*' in the NSCJA area, as well as continuing to work in collaboration with a wide range of partners to develop effective interventions for domestic abuse perpetrators as well as support for victims.
6. We will continue to support the increased, appropriate use of all forms of community sentences and alternatives to custody. We will progress any appropriate actions arising from the current review of Community Payback Orders and the unit cost of CPO's, and review the delivery of Drug Treatment and Testing Orders across the NSCJA area.
7. We will continue to support the Scottish Prison Service; in particular taking advantage in the opportunities presented by the developing estate within the NSCJA area, whilst continuing to offer support to the innovative initiatives that have already been introduced.
8. We will continue to support the National; Local and exemplar Public Social Partnerships and through these we will communicate examples of good practice and success to our wider partnership group. We will work with key public sector bodies to secure sustainable funding for successful PSPs.
9. We will work with NHS GG&C and other partners to pursue innovative initiatives that incorporate a 'Whole Family Approach' to address health inequalities experienced by offenders and their families.
10. We will work in partnership with local Alcohol and Drug Partnerships to improve equity of service access and reduce the instances of drug related deaths and alcohol related deaths in the NSCJA area.
11. We will work with Scottish Government Community Justice Division; Community Planning Partnerships and other partners and stakeholders to ensure the smooth and efficient transition of duties and functions to the new structure for Community Justice.
12. We will use flexibility and innovation in the way that we allocate funding whilst keeping a focus on 'What Works' and interventions that have the most impact on reducing reoffending



## Progress Against 2014/15 Action Plan

Key	 action achieved within timescale	 action will be achieved within timescale	 action will not be achieved		
	Activities 2014-15	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress
1	Monitor and support the ongoing development of the enhanced women’s services in Renfrewshire; Inverclyde and West Dunbartonshire.	1; 4 ; 6;12	Increased uptake of services.  Reduction in women offenders serving a custodial (including remand) or community sentence.	March 2015	
2	Request and receive quarterly update reports for CJA board from Renfrewshire; Inverclyde and West Dunbartonshire enhanced women’s services.	1; 4 & 6	Reports received and used to determine subsequent resource allocation.	March 2015	
3	Continue to work with the Scottish Prison Service and other partners in the ongoing development of HMP Inverclyde.	1; 4 & 7	Appropriate services are put in place.  SPS timescales are met.	March 2015	
4	Set up appropriate multi-agency governance and operational groups to develop and progress services for HMP Inverclyde.	1; 4 & 7	Appropriate services are put in place.  Improved throughcare services for women offenders.	July 2014	
5	Progress work with NHS GG&C, GCJA and appropriate partners, based on a ‘Whole Family Approach’ to address health improvement of offenders and their families.	1 & 9	Improved positive health outcomes for offenders and their families, in particular children.  As per agreed outcomes once decided.	March 2015	
6	Support Alcohol and Drug Partnerships in the realisation of their local delivery plans	1 & 10	A reduction in Drug and Alcohol related deaths.  A reduction in drug and alcohol related crime.	March 2015	
7	Implement Keys to Life recommendations 45 to 48 across appropriate local partners	1 & 9	People with learning disabilities are safe and supported through the criminal justice system in the NSCJA area.	March 2015	
8	Review and implement recommendations from ‘No One Knows....’ where they have not already.	1 & 9	People with learning disabilities are safe and supported through the criminal justice system in the NSCJA area.	December 2014	
9	Ensure that all appropriate local justice professionals have access to the 2011 guide ‘ People with Learning Disabilities and the Criminal Justice System’	1 & 9	People with learning disabilities are safe and supported through the criminal justice system in the NSCJA area.	December 2014	

	Activities 2014-15	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress
10	Monitor the progress against Recommendations 30 and 31 and monitor the local use of recommendation 32 of the Mental Health Strategy for Scotland 2012-2015	1; 4 & 9	People with mental health problems are safe and supported through the criminal justice system in the NSCJA area.	March 2015	●
11	Convene a multi agency SLWG to consider and implement the recommendations from the National Violence Against Women Strategy, once published.	1; 3 & 5	All appropriate recommendations are implemented effectively.  Improved outcomes for victims of VAW.	December 2014	●
12	Monitor the ongoing effectiveness of the implemented recommendations from the National Violence Against Women Strategy.	1; 3 & 5	All appropriate recommendations are implemented effectively.  Improved outcomes for victims of VAW.	March 2015	●
13	Continue to work with partners in the ongoing development of HMP Low Moss Throughcare PSP and the associated service provision to achieve a best practice model.	1;4; 7 & 8	Engaging prisoners are supported after liberation.  All aspects of short term prisoner needs are met on liberation and all relevant agencies are engaging with PSP team.	March 2015	●
14	Positively participate in the HMP Low Moss PSP 'Outcomes' and 'Families and Children' sub group.	1;4; 7 & 8	Engaging prisoners are supported after liberation.  All aspects of short term prisoner needs are met on liberation and all relevant agencies are engaging with PSP team.	March 2015	●
15	Organise a stakeholder event to measure the impact of the HMP Low Moss PSP.	1;4; 7 & 8	All PSP stakeholders contribute to future direction and sustainability of PSP.	March 2015	●
16	Ensure Community Planning Partnerships and associated partners are invited to all future stakeholder events.	1;2;311	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	March 2015	●
17	Actively participate in both the HMP Low Moss PSP Governance and Operational Groups.	1;4; 7 & 8	Engaging prisoners are supported after liberation.  All aspects of short term prisoner needs are met on liberation and all relevant agencies are engaging with PSP team.	March 2015	●
18	Engage with 'Inspiring Scotland' to ensure sustainability of the Turnaround service.	1; 3;12	Continued service provision in future years	March 2015	●
19	Organise and facilitate with SWSCJA a multi agency event for 10 local Authority CPPs and ADPs focussed on Turnaround service sustainability.	1;3	Continued service provision in future years	March 2015	●

	Activities 2014-15	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress
20	Positively contribute to the governance and project team meetings for the HMP Greenock Throughcare Support Officer pilot.	1;4 & 7	Engaging prisoners are supported after liberation.  All aspects of adult male and women prisoner needs are met on liberation.	March 2015	●
21	Actively participate in the Reducing Reoffending Change Fund PSPs governance groups, to deliver and sustain mentoring services to offenders in the NSCJA area.	1;4; 7 & 8	As per PSP outcome framework.	March 2015	●
22	Work with Scottish Government and local authority Criminal Justice Social Work and partners to support the roll out and implementation of 'Moving Forward: Making Changes' sex offender treatment programme in the NSCJA area.	1; 3; 5 & 6	All stipulated timescales in implementation plan are met.  Treatment programme is rolled out effectively across NSCJA.	March 2015	●
23	Continue to work with key public & third sector service providers within the NSCJA area to ensure that there is equity in access for short term offenders to relevant universal services (housing, healthcare, benefits, etc.)	1;4; 7 & 8	All aspects of short term prisoner needs are met on liberation and all relevant universal agencies are engaging with justice agencies.	March 2015	●
24	Monitor progress of HMP Low Moss PSP Housing sub group, made up of Local Authority Homelessness Managers.	1;4;7&8	Improved access to housing for short term prisoners on liberation in the NSCJA area	March 2015	●
25	Support the implementation of any deliverables from the Housing Sub Group	1;4;7&8	Improved access to housing for short term prisoners on liberation in the NSCJA area	March 2015	●
26	Continue to monitor the use of Community Payback Orders, Drug Treatment & Testing Orders and other relevant community sentences.	1 & 6	Increased completions Reduction in CPO breaches resulting in a custodial sentence. Reduction in reconviction rates for disposals.	March 2015	●
27	Review the delivery of the DTTO service across NSCJA to streamline and increase efficiency of the service.	1; 6 & 12	Service delivered within current funding allocation. Estimated Savings of £150K realised.	March 2015	●

	Activities 2014-15	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress
28	Monitor the joint working arrangements between Local Authority CJSW and Turning Point Scotland in the delivery of CPOs to ensure positive destinations for service users	1; 4; 6	Improved CPO service for offenders.  Improved partnership working.	March 2015	●
29	Support Local Authority CJSW to continue to consult with communities on unpaid work projects as part of CPOs	1; 4; 6	Improved visibility of unpaid work projects.  Appropriate unpaid work projects carried out.	March 2015	●
30	Support Local Authority CJSW in the roll out of Fiscal Work Orders (FWO) across NSCJA	1; 4; 6	Improved options in direct measure alternatives to prosecution.	March 2015	●
31	Arrange presentation from West Dunbartonshire FWO pilot site to multi agency group including local procurators fiscal.	1; 4; 6	All relevant stakeholders informed and prepared prior to roll out date.	December 2014	●
32	Work in partnership with Scottish Government and Community Planning Partnerships, both nationally and locally to facilitate information sharing and awareness events in preparation for the new structure.	1; 3 & 11	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	March 2015	●
33	Continue to positively represent NSCJA on the Renfrewshire 'Safer and Stronger' thematic group to ensure a seamless transition to the new structure in Renfrewshire.	1; 3 & 11	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	March 2015	●
34	Engage with CPPs in other local authority areas to start dialogue re procedures for transition to the new structure.	1; 3 & 11	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	March 2015	●
35	Compile a local information package for CPPs to assist in the transfer of CJA functions and duties to the new structure.	1; 3 & 11	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	March 2015	●
36	Coordinate and facilitate multi agency learning and development in line with national plan.	1;3 & 5	A fully informed and equipped Justice workforce.	March 2015	●
37	Coordinate and facilitate workforce training for preparation for roll out of MF:MC	1;3 & 5	Successful roll out and effective delivery of MF:MC	August 2014	●

**Joint National Action Plan 2011/14**

## Joint National Strategic Aims

1. Improve joint working practices
2. Improve information sharing
3. Improve community integration
4. Improve the shared management of resources and policy development

Action Point	Action 2011/14	Aims	Progress 2013/14
Community Justice Leadership			
1.1	Ensure effective leadership for the Community Justice Sector	1,2,3	Regular leadership meetings have been held between <ul style="list-style-type: none"><li>CJA Chief Officers and SWS</li><li>CJA Chief Officers, CJA Conveners and Scottish Government</li><li>CJA Chief Officers, CJA Conveners and CoSLA</li></ul>
1.2	Improve how we as leaders meet and work together, practically		CJAs have contributed to new strategic leadership groups <ul style="list-style-type: none"><li>Justice Leaders Network</li><li>RRP2 Board and Workstreams</li><li>Advisory Group on Prevention</li><li>Scottish Working Group on Women Offenders (SWGWO)</li></ul>
Engage with the appropriate people			
2.1	More effective involvement in Community Panning partnership across the Community Justice Sector	1	Despite several attempts, the CJAs were unable to meet the CPP coordinators network. Engagement with CPPs across Scotland varied during this period.
2.3	Ensure appropriate levels of engagement across the Community Justice Sector		A new Community Empowerment Bill is currently being considered by the Parliament.
2.4	Consider whether CJAs or our successors should be able to commission services directly		CJAs are represented on all national workstreams that are delivering change across the sector.  Following national consultation, SGCJD decided to replace CJAs with a mixture of local and national commissioning arrangements.
Community Justice Outcomes			
3.1	Establish a clear definition of the outcomes required and agree these with partners	1, 2, 3, 4	CJAs worked with all Justice PSPs and other partners to develop an agreed set of outcomes.
3.2	Focus on outcomes when allocating resources and planning services		CJAs developed new Area Plans for 2014/17 which are outcome based.
Performance Indicators (Performance Management)			
4.1	Develop one 'fit for purpose' performance framework	4	CJAs have established an interim National Performance Framework.
4.2	Use framework to demonstrate how efficiently Community Justice works		
National Mentoring			
5.1	Establish an effective mentoring intervention for short term prisoners across the Scottish Prison Service(SPS) estate and within the community.	1, 4	CJAs have played a key role in the development of the national and regional mentoring services provided by the Justice PSPs including the BAFC PSP which mentors young offenders.
5.2	Establish an effective mentoring intervention for those in the community, including young people		During 2013/14 our local authority partners and others from the third sector have established a network of community based support services for women who offend. Also the use of CPO has continued to increase across Scotland.
5.3	Develop existing and new services to prevent people from going in to custody		
Align Change Fund to improve effectiveness			
6.1	Explore how the Early Years (Children's Change Fund) could be aligned with reducing reoffending	4	Due to the tight timescale it was too difficult for CJAs to achieve this action point.
Supported Bail and Diversion			
7.1	Develop existing and new services which will prevent offenders coming into the justice system or going into prison	4	We have worked with our local authorities and the Scottish Government to prepare for the national roll out of Fiscal Work Orders.
7.2	Ensure a consistency of approach across Scotland		





## NSCJA 2014/15 Allocation

Service	2013/14 Allocation	Renfrewshire	Inverclyde	East Renfrewshire	Argyll Bute & Duns Partnership	TOTAL
<b><u>Core</u></b>						
Community Payback Order	3,432,240	1,060,634	563,204	233,521	1,574,881	3,432,240
Criminal Justice Social Work Report	1,294,458	343,151	286,695	78,190	586,422	1,294,458
Throughcare	841,712	250,392	327,470	44,783	219,068	841,712
Home Detention Curfew	32,040	10,488	8,443	1,631	11,478	32,040
Diversions	76,230	24,807	8,187	3,544	39,691	76,230
Bail	189,019	109,706	53,846	-	25,467	189,019
Court Services	324,577	149,901	73,667	-	101,009	324,577
DTTO	900,383	-	-	536,308	364,075	900,383
<b>Total Core Services</b>	<b>7,090,659</b>	<b>1,949,079</b>	<b>1,321,512</b>	<b>897,976</b>	<b>2,922,091</b>	<b>7,090,659</b>
<b><u>Non Core</u></b>						
<b>Centrally Initiated Funding</b>						
Arrest Referral	49,200			49,200		49,200
Constructs	588,858	177,774	209,076		202,008	588,858
CSOGP	246,797	246,797				246,797
Delivery of the National Training Programme	60,000	60,000				60,000
Fiscal Work Order Pilots	37,500				37,500	37,500
MAPPA	134,227		134,227			134,227
Turnaround Project	1,100,000	1,100,000				1,100,000
<b>Total Centrally Initiated Funding</b>	<b>2,216,582</b>	<b>1,584,571</b>	<b>343,303</b>	<b>49,200</b>	<b>239,508</b>	<b>2,216,582</b>
<b>Non-Centrally Initiated Funding</b>						
	777,910	346,155	117,394	75,023	239,338	777,910
<b>SAO First Instance</b>	<b>£128,052</b>	<b>£85,823</b>			<b>£42,230</b>	<b>128,052</b>
<b>Total Non Core</b>	<b>3,122,544</b>	<b>2,016,549</b>	<b>460,697</b>	<b>124,223</b>	<b>521,076</b>	<b>3,122,544</b>
<b>Overall Total</b>	<b>10,213,203</b>	<b>3,965,628</b>	<b>1,782,209</b>	<b>1,022,199</b>	<b>3,443,167</b>	<b>10,213,204</b>



## Appendix 4

## Annual Accounts 2013/14

Income and Expenditure Account for the Year ended 31 March 2014			
<p>This statement shows the accounting cost of providing services and managing the Authority during the year. It includes, on an accruals basis, all of the Authority's day-to-day expenses and related income. It also includes transactions measuring the value of non-current assets actually consumed during the year. The statement shows the accounting cost in accordance with generally accepted accounting practices, rather than the cost according to statutory regulations that specify the net expenditure that local authorities need to take into account.</p>			
2012/13	Expenditure		2013/14
£			£
160,527	Employee Costs		175,998
25,214	Property Costs		20,166
1,124	Supplies and Services		484
9,886	Administrative Costs		8,806
26,644	Payments to Other Bodies		26,730
10,532,185	Section 27 Payments		10,233,297
156,566	Other Payments		35,500
<b>10,912,146</b>	<b>Cost of Services</b>		<b>10,500,981</b>
	<b>Income</b>		
(10,532,185)	Grant from Scottish Government – Section 27		(10,233,297)
(156,566)	Other Grants from Scottish Government		(35,500)
(221,492)	Administration Grant from Scottish Government		(220,477)
(1,890)	Financing & Investment Income & Expenditure		(2,362)
3,793	<b>(Surplus) or deficit on the provision of services</b>		<b>(14,069)</b>
25,000	Actuarial (Gains) or losses on pension assets and liabilities		17,000
25,000	Other Comprehensive Income and Expenditure		17,000
<b>28,793</b>	<b>Total Comprehensive Income and Expenditure</b>		<b>31,069</b>

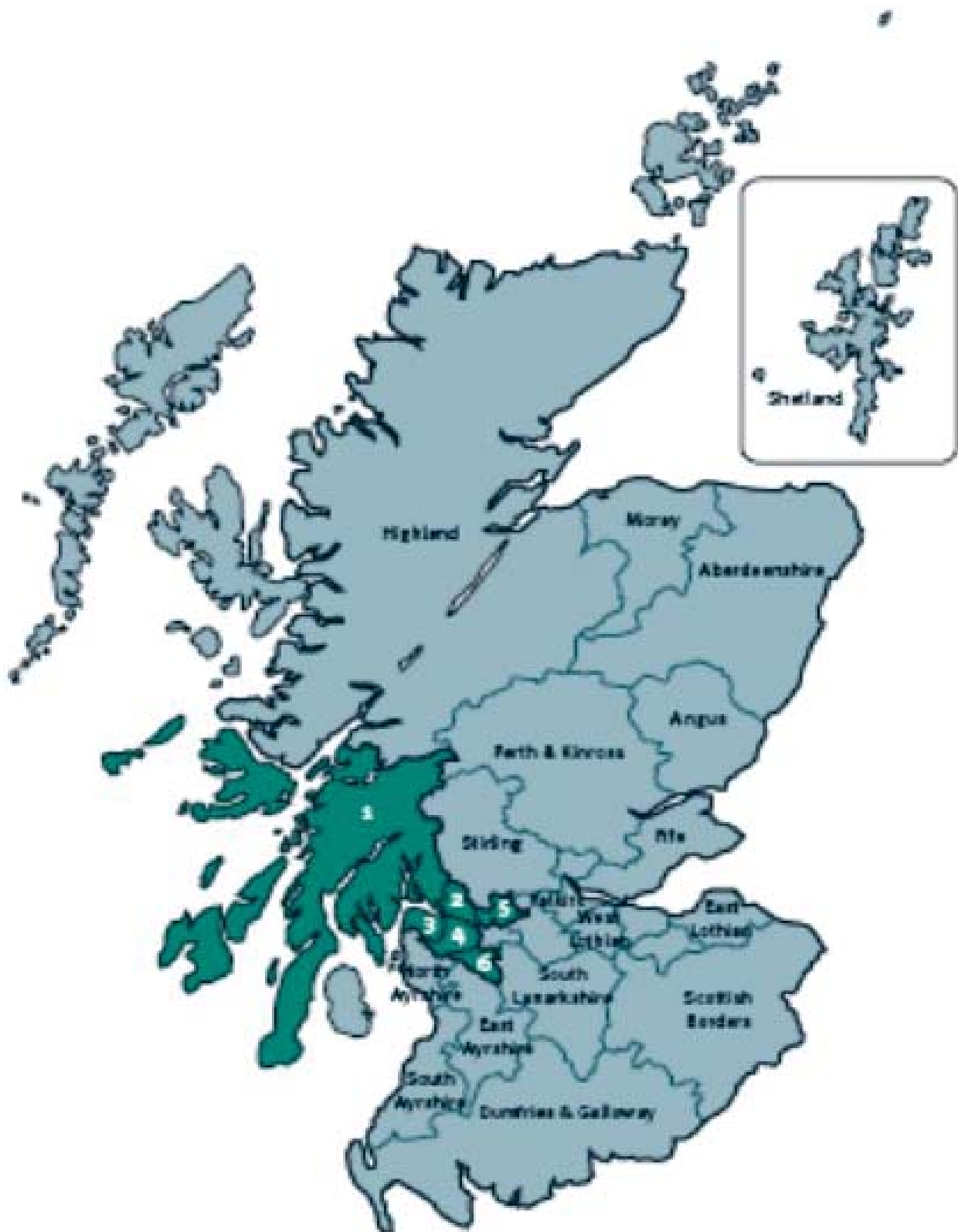
\* Responsible for administration of grant only



## Glossary

ADP	Alcohol and Drug Partnership
APIG	Area Plan Implementation Group
BAFC	Barnardos Action for Children
CAPI	Children Affected by Parental Imprisonment
CBT	Cognitive Behaviour Therapy
CEO	Chief Executive Officer
CJA	Community Justice Authority
CJSW	Criminal Justice Social Work
CoSLA	Convention of Scottish Local Authorities
CPO	Community Payback Order
CPP	Community Planning Partnership
DTTO	Drug Treatment and Testing Order
FWO	Fiscal Work Order
GCJA	Glasgow Community Justice Authority
GG&C	Greater Glasgow and Clyde
GRASP	Gathering information, Risk Analysis, Scenario planning , Planning to manage the risk
HMP	Her Majesty's Prison
LS/CMI	Level of Service / Case Management Inventory
MAPPA	Multi Agency Public Protection Arrangements
MF:MC	Moving Forward: Making Changes
MOG	MAPPA Operational Group
MSP	Member of Scottish Parliament
NHS	National Health Service
NPHN	National Prisoner Healthcare Network
NSCJA	North Strathclyde Community Justice Authority
PSP	Public Social Partnership
RMA	Risk Management Authority
RM2000	Risk Matrix 2000 (Risk Assessment Tool)
RRP2	Reducing Reoffending Programme Phase 2
Sacro	Safeguarding Communities Reducing Reoffending
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 Community Justice Division
SOLD	Supporting Offenders with Learning Disabilities
SPS	Scottish Prison Service
SSSC	Scottish Social Services Council
SWGWO	Scottish Working Group on Women Offenders
SVQ	Scottish Vocational Qualifications
SWS	Social Work Scotland (previously ADSW)
TCA	Tayside Council on Alcohol
TDO	Training and Development Officer
TSO	Throughcare Support Officer
VASLAN	Voluntary Action (South Lanarkshire)





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|-----------------------|-----------------------|
| 1 Argyll and Bute     | 4 East Renfrewshire   |
| 2 West Dunbartonshire | 5 East Dunbartonshire |
| 3 Inverclyde          | 6 Renfrewshire        |

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**To: North Strathclyde Community Justice Authority**

**On: 11<sup>th</sup> December 2015**

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**Report by: Chief Officer**

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**Heading: Services to Women in the Justice System**

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## **1. Summary**

- 1.1** For the past few months NSCJA has been working with senior officers from Sacro and 3 Local Authority partners (Renfrewshire, East Renfrewshire & Inverclyde) as well as the Scottish Prison Service to develop a proposal (attached) for additional services for women.
- 1.2** If the proposal is successful the new services will enhance existing community services and cover gaps where no service currently exists. For example, we will be in a position to offer “bail supervision plus” to women appearing at Paisley and Greenock Sheriff Courts and also provide a Structured Deferred Sentence support to the same jurisdictions. The services will also provide evening and weekend support for women who require this enhanced input.
- 1.3** Staff for the new service will work and be based in various locations across the three local authority areas and will also be expected to attend Custody Courts/Sentencing Courts when women are appearing.
- 1.4** A steering group will be established involving all local community partners and justice organisation partners to ensure the service is well supported and co-ordinated to ensure all women have equal access.
- 1.5** NSCJA Officers believe the service will help to reduce the number of women going to custody and will also help with rehabilitating women in the community. Bail supervision plus and out-of-hours support were recommended by the Commission on Women Offenders so the proposal should also be seen as taking forward the recommendations made by the Commission.

- 1.6** On 26<sup>th</sup> August NSCJA was offered £107,563 as a “one off” grant to be used specifically to develop Bail Supervision and Diversion Services. The grant has to be spent during the 2015/16 financial year.

It is therefore proposed to allocate this sum to SACRO for the attached service proposal should this be agreed by the 3 authorities.

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## **2. Recommendations**

- 2.1** Members are asked to support the allocation of the £107,563 grant to SACRO to enable the attached service proposal to be put into effect.
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## **3. Background**

- 3.1** On the 17<sup>th</sup> April 2012 The Commission on Women Offenders, Chaired by Dame Elish Angiolini, published its report on female offending in Scotland. The report made 37 recommendations of which 33 were immediately accepted by the Government when they have their formal response in Parliament on 26<sup>th</sup> June 2012.
- 3.2** A central recommendation of the Commission was the establishments of “Community Justice Centres” to provide one stop multi agency support for women offenders. This was one of the recommendations accepted by the Government.
- 3.3** On 12<sup>th</sup> July 2013, NSCJA were contacted by Justice Division in relation to formulating proposals for womens services to meet this recommendation. There was a 6 week period for local authorities and partners to submit bids for funding covering an 18 month period October 2013 – March 2015. Thereafter, the services would have to find their own sustainable funding. A second bid deadline of 30<sup>th</sup> November 2013 was also provided for funding covering a 12 month period April 2014 – March 2015.

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## Implications of the Report

### Equality & Human Rights

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Authorities website.

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**To: North Strathclyde Community Justice Authority**

**On: 11<sup>th</sup> December 2015**

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**Report by: Chief Officer**

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**Heading: Community Justice (Scotland) Bill – Stage 1 Scrutiny**

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## **1. Summary**

- 1.1** The Justice Committee of the Scottish Parliament completed Stage 1 Scrutiny of the Criminal Justice (Scotland) Bill at the end of October and published their report on the 11<sup>th</sup> November. On the 19<sup>th</sup> November the Bill was the subject of a full debate in the Chamber of the Scottish Parliament. Some of the themes which were identified in the report were also reflected during the discussion by members of all parties.
- 1.2** The definition of Community Justice in the Bill was felt to be too narrow and different to that which was used during the national consultation. There was wide agreement that the definition had to include reference to both “prevention” and “effective early intervention”. In the Ministers remarks during the debate he agreed to revisit the definition.
- 1.3** There was also broad agreement that the issues of accountability and leadership were not fully addressed in the model which is set out in the Bill. This applied to both the local Community Justice Partnerships and the new National Body. Specifically, Members requested the Minister considers specifying Community Planning Partnerships as the lead body in the local arrangements and also considers whether Community Justice Scotland has significant powers to undertake its national leadership role.
- 1.4** Members also asked that the Bill be much clearer on the role of the third sector in the new arrangements and specifically how they can engage both locally and nationally in the new structures.
- 1.5** There was agreement amongst Members that the Bill has to be clearer on how the views / needs of communities and victims would be taken into account at a local and national level.

- 1.6** In both his opening and closing address at the debate, the Minister Mr Paul Wheelhouse accepted the above concerns where relevant and undertook to look at these parts of the Bill prior to Stage 2.
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## **2. Recommendations**

- 2.1** The Authority is asked to note the content of this report.
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## **3. Background**

- 3.1** The Bill will take forward the legislative change necessary to establish a new model for community justice. The new model seeks to deliver better outcomes for communities by promoting a collaborative approach to the planning and delivery of improved outcomes, putting decision-making in the hands of local communities and agencies who are best-placed to assess local needs. Arrangements will be made at a national level to provide strategic leadership; enhanced opportunities for innovation, learning and development; and assurance on the delivery of improved outcomes. The model also recognises stakeholder views that community justice services should be person-centred, evidence-based and make best use of resources.

In particular, the Bill will:

- Place responsibility for the local planning and delivery of improved outcomes for community justice with a defined set of community justice partners (including local authorities, NHS boards, Police Scotland, Scottish Fire and Rescue Service, Health & Social Care Integration joint boards, Skills Development Scotland, the Scottish Courts and Tribunals Service and Scottish Ministers in their role as the Scottish Prison Service);
- Place duties on these community justice partners to engage in local strategic planning and be accountable for this;
- Require the development of a national strategy and a performance framework in relation to community justice;
- Create a national body to provide leadership, promote innovation, learning and development; provide assurance to Scottish Ministers on the delivery of outcomes; and to provide improvement support where it is required;
- Promote a focus on collaboration – including the opportunity to commission, manage or deliver services nationally where appropriate.

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## Implications of the Report

### Equality & Human Rights

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Authorities website.

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**To: North Strathclyde Community Justice Authority**

**On: 11<sup>th</sup> December 2015**

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**Report by: Chief Officer**

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**Heading: Training and Development Officer**

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## **1. Summary**

- 1.1** For the past 5 years North Strathclyde Community Justice Authority has had an arrangement with the previous Training and Development Officer (TDO) post holder to provide this service on a part time basis. We pay her to provide 10 days training per month and she delivers most of the training as part of a national pool of trainers from the other CJAs. The main part of the service she delivers is providing training on core assessment / delivery skills to Criminal Justice Social Workers across all parts of Scotland.
- 1.2** Due to TDO staff turnover during the 5 year period and the demands to deliver the core national training, she has accumulated a significant number of additional unpaid days which has now reached a total of 59 full days. Although this has been reduced slightly over the past year we will not be able to make much more impact on bringing it down further and given the CJA will be disestablished in 2016/17 we could use this years training budget underspend to buy back the days and clear the liability.
- 1.3** NSCJA receives £60,000 per annum to provide Training and Development services and the arrangements we have only draws approx £30,000 from this budget. Other expenditure which includes local training, booking facilities etc is also drawn down but each year we have a small surplus of £20,000 which is usually distributed around partner authorities. It is proposed that we use this money to purchase back the excess days, the cost of which will be £10,964. This has been calculated at 59 days a daily rate of £185.
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## **2. Recommendations**

**2.1** The Authority is asked to:

- (a) Note the content of this report.
- (b) Approve the above proposal to pay the TDO for the extra 59 days she has worked since 2011.

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## **3. Background**

**3.1** The Training and Development Officer Posts were created to deliver national training on a variety of subjects within each CJA area in Scotland. Members have received reports previously from the Training and Development Officer about the training programme from Criminal Justice Social Work which over the past year has include volume training for all Criminal Justice Social Work staff on CPOs, CS-CMI, Moving Forward Making Changes and National Objectives and Standards. In that period staff have also undertaken specialist training in the new Social Work report and some of the programmes which are delivered across the CJA. All CJAs receive a fixed sum of £60,000 per annum to provide these services.

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## **Implications of the Report**

### **Equality & Human Rights**

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Authorities website.

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