

Notice of Meeting and Agenda North Strathclyde Community Justice Authority

Date	Time	Venue
Friday, 12 June 2015	10:30	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

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.

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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.

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.

Items of business

During consideration of the following items of business, the meeting will be open to the press and public.

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.

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|----------|--|----------------|
| 1 | Minutes | 7 - 20 |
| | Minutes of reconvened meeting and meeting held on 13 March, 2015. | |
| 2 | Community Justice (Scotland) Bill | |
| | Presentation by Arlene Stuart, Head of Community Justice Operation Unit, Community Justice Division, Scottish Government. | |
| 3 | North Strathclyde Community Justice Authority Unaudited Annual Accounts 2014/15 | |
| | Report by Treasurer and Chief Officer and accounts issued to members under separate cover. Accounts not available until laid before Parliament in December 2015. | |
| 4 | Annual Audit Plan 2014/15 | 21 - 40 |
| | Report by Treasurer and Chief Officer. | |
| 5 | Internal Audit Annual Report 2014/15 | 41 - 52 |
| | Report by Chief Auditor, Renfrewshire Council. | |
| 6 | Resilience issues for North Strathclyde Community Justice Authority | 53 - 60 |
| | Report by Chief Officer. | |

7	Services to women who offend	61 - 66
	Report by Chief Officer	
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	Report by Head of Service (Community Justice), WISE Group.	
9	SACRO Shine Service - Update	85 - 88
	Report by Director of Operations, SACRO.	
10	BAFC Moving On Public Social Partnership	89 - 94
	Report by Action for Children.	
11	The Low Moss Public Social Partnership	95 - 100
	Report by Chief Executive Officer, Turning Point Scotland.	
12	North Strathclyde Community Justice Authority Action Plan 2015/16	101 - 108
	Report by Planning Officer.	
13	North Strathclyde Community Justice Authority Transition Plan	109 - 118
	Report by Planning Officer.	
14	Date of next meeting	
	Note that the next meeting of the Authority will be held on Friday, 4 September, 2015 at 10.30 am.	

Minute of Reconvened Meeting North Strathclyde Community Justice Authority

Date	Time	Venue
Friday, 13 March 2015	10:30	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

PRESENT

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

CHAIR

Councillor Williams, Convener, presided.

IN ATTENDANCE

J Hunter, Chief Officer (North Strathclyde Community Justice Authority); C Sneddon (Argyll & Bute Council); J Hinds (East Renfrewshire Council); A Howard (Inverclyde Council); E Coventry, D Forbes and E Currie (all Renfrewshire Council); N Firth (West Dunbartonshire Council) and K McFall, Audit Scotland.

APOLOGIES

Councillors Casey and McColl (substitute for Councillor Casey) (both West Dunbartonshire Council); and J Ryan (Action for Children).

DECLARATIONS OF INTEREST

There were no declarations of interest intimated prior to the commencement of the meeting.

1 MINUTE OF MEETING

There was submitted the Minute of the meeting held on 5th September, 2014.

DECIDED: That the Minue be approved.

2 REVENUE BUDGET MONITORING REPORT

There was submitted a joint report by the Treasurer and Chief Officer in respect of the Authority. The report intimated that expenditure on core services was anticipated to be £282,537 over budget and expenditure on non-core services was anticipated to be £94,484 under budget, which resulted in an anticipated £188,053 net overspend for the Authority.

East Renfrewshire Council was projecting an overspend of £90,555; Inverclyde Council was projecting a break-even position; Renfrewshire Council was projecting an overspend of £1,229 and Argyll, Bute and Dunbartonshire Criminal Justice Social Work Partnership was projecting an overspend of £97,123. Any over-spend at the year-end was required to be met by the relevant local authority.

DECIDED: That the virement during the quarter by Inverclyde Council from non-core services to core services of £50,000 be noted.

3 ADMINISTRATION GRANT REVENUE BUDGET MONITORING REPORT

There was submitted a joint administration grant revenue budget monitoring report by the Treasurer and the Chief Officer in respect of the Authority. The report intimated that expenditure against the administration grant was currently projected to result in an underspend of £1,572. Details of the projected expenditure were attached to the report.

DECIDED: That the report be noted.

4 AUDITED ANNUAL ACCOUNTS 2013/14

Under reference to item 3 of the Minute of the meeting of this Authority held on 13th June, 2014 there was submitted a joint report by the Treasurer and the Chief Officer relative to the audited annual accounts for the Authority 2013/14. The report intimated that the Audit Certificate issued by Audit Scotland submitted a clean audit opinion that the abstract of accounts presented a true and fair view of the financial position of the Authority as at 31st March, 2014, in accordance with the accounting policies detailed in the accounts. A report on the 2013/14 audit by Audit Scotland was also attached to the report and indicated that there were no matters arising from the audit which required reporting to members.

DECIDED: That the audited accounts be approved and the report by Audit Scotland be noted.

5 NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY ACTION PLAN 2014/15

There was submitted a report by the Planning Officer relative to the North Strathclyde Community Justice Authority Action Plan 2014/15. The report intimated that the Authority was required to produce annual action plans to progress the overarching strategy of the 2014/17 area plan. There were 12 actions in the action plan which would be undertaken as a partnership and 37 associated activities, the majority of which were the responsibility of the Chief Officer or Planning Officer of the Authority. The report focussed on the four actions which were due for completion by the end of December 2014.

DECIDED:

(a) That the report and appendix be noted; and

(b) That authority be delegated to the Chief Officer, in consultation with the Convener, to amend the action plan if required.

6 COMMUNITY JUSTICE REDESIGN

There was submitted a report by the Chief Officer relative to community justice redesign. The report intimated that the second consultation exercise on the redesign of the community justice structure closed on 2nd July, 2014. The Scottish Government had not, as yet, published a formal response to the consultation but it was hoped that this would provide clarity on the duties and powers of the new national body and the duties and powers given to Community Planning Partners (CPPs).

A 'Transitions' workstream had been established to begin to identify what assistance CPPs would require to assist them in their additional duties. The CoSLA Leaders Group had agreed to establish a Community Justice Sub-group, which would be chaired by Councillor Harry McGuigan, which would sit within the Health and Wellbeing Executive Group Structure. The sub-group would provide governance and oversight for the transfer of the new community justice duties to CPPs.

Community Justice Authority (CJA) staff had requested a meeting with the Deputy Director, Community Justice Division, to clarify the position of staff and the process of disestablishing CJAs.

The Justice Division had contracted consultants to provide a costing for this and had been meeting with Scottish Government IT and Estates regarding linked costs.

DECIDED: That the report be noted.

7 WOMENS SERVICES IN THE COMMUNITY - PROGRESS REPORT

There was submitted a report by the Chief Officer relative to the progress made in womens services in the Authority area.

The report intimated that Renfrewshire Council had received funding to develop a volunteer support service as part of a larger multi-disciplinary women's support team based in Back Sneddon Street, Paisley which would end on 31st March, 2015. The Volunteer Co-ordinator facilitated the drop-in group and the women's justice service team had engaged with 83 women during the period 1st April to 30th September, 2014. The team were currently working with third sector partners to explore alternative funding sources.

Inverclyde Council received funding to employ a social worker and support workers employed by Action for Children to provide one-to-one support, a drop-in service and a groupwork programme. The service was mainly delivered in the Action for Children base in Greenock and at present there were six women who regularly attended the drop-in sessions. This funding would end on 31st March, 2015 and the Council were looking to reconfigure existing services to ensure continuity.

West Dunbartonshire Council received funding to employ a project worker to facilitate the groupwork programme and develop an enhanced service for women including one-to-one support, a drop-in service and a volunteer group. The project worker had developed links with a range of external agencies including local further education college who had offered placements to service users. The Partnership Manager was currently looking at options to sustain the service beyond 31st March, 2015.

DECIDED: That the report be noted.

8 TURNING POINT SCOTLAND - PROGRESS REPORT

There was submitted a report by the Chief Executive, Turning Point Scotland, relative to the Turnaround Service. The report intimated that to date there had been 50 admissions to the residential unit this financial year, 30 (60%) of whom were from the Authority area. The service outcomes had improved across all areas and occupancy in the residential unit had been maintained at a consistently high level with a rolling average for the financial year of 93%.

The Turnaround Community Service was entering its third year of co-location with criminal justice social work in the North Strathclyde Community Justice Authority and South West Scotland Community Justice Authority areas and the team had worked with 164 service users since April 2014. The Service's programme had been restructured and now included training for health and safety cards which might increase employability options and more physical exercise and recovery groups as well as linking in with Recovery services in the community.

The Scottish Government had yet to approve funding for the financial year and Turning Point Scotland would continue to engage with Inspiring Scotland and the Scottish Government with a view to securing a longer term commitment.

DECIDED: That the report be noted.

9 **NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY RECONVICTION RATES 2014 (2011-2012 COHORT)**

There was submitted a report by the Chief Executive, Turning Point Scotland, relative to the Turnaround Service. The report intimated that to date there had been 50 admissions to the residential unit this financial year, 30 (60%) of whom were from the Authority area. The service outcomes had improved across all areas and occupancy in the residential unit had been maintained at a consistently high level with a rolling average for the financial year of 93%.

The Turnaround Community Service was entering its third year of co-location with criminal justice social work in the North Strathclyde Community Justice Authority and South West Scotland Community Justice Authority areas and the team had worked with 164 service users since April 2014. The Service's programme had been restructured and now included training for health and safety cards which might increase employability options and more physical exercise and recovery groups as well as linking in with Recovery services in the community.

The Scottish Government had yet to approve funding for the financial year and Turning Point Scotland would continue to engage with Inspiring Scotland and the Scottish Government with a view to securing a longer term commitment.

DECIDED: That the report be noted.

10 **HMP INVERCLYDE THROUGH-CARE SERVICE**

There was submitted a report by the Chief Officer relative to the development of a Throughcare Service for HMP Inverclyde. The Chief Officer advised that an up-to-date report on HMP Inverclyde would be considered at the meeting of this Authority to be held immediately following this meeting.

DECIDED: That the matter be noted.

11 **NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY OFFICE ACCOMMODATION**

There was submitted a report by the Chief Officer relative to accommodation for the Authority. The report intimated that the current lease of the office expired on 12th December, 2014 and agreement had been reached with the landlord to extend the lease for 12 months to December 2015 with an option to extend on a month to month basis thereafter.

DECIDED: That the renewal of the lease for Unit 905, Mile End Business Centre, for a further period of one year to December, 2015, with an option to extend on a month to month basis, be approved.

Minute of Meeting North Strathclyde Community Justice Authority

Date	Time	Venue
Friday, 13 March 2015	10:45	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

PRESENT

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

Councillor Williams, Convener, presided.

IN ATTENDANCE

J Hunter, Chief Officer (North Strathclyde Community Justice Authority); C Sneddon (Argyll & Bute Council); J Hinds (East Renfrewshire Council); A Howard (Inverclyde Council); D Hawthorn, E Coventry, D Forbes and E Currie (all Renfrewshire Council); N Firth (West Dunbartonshire Council) and K McFall, Audit Scotland.

PARTNER

Superintendent Burns (Police Scotland).

APOLOGIES

Councillors Casey and McColl (substitute for Councillor Casey) (both West Dunbartonshire Council); and J Ryan (Action for Children).

DECLARATIONS OF INTEREST

There were no declarations of interest intimated prior to the commencement of the meeting.

1 MINUTE OF MEETING

There was submitted the note of the inquorate meeting held on 12th December, 2014.

DECIDED: That the note of the inquorate meeting be noted.

2 REVENUE BUDGET MONITORING REPORT

There was submitted a report by the Treasurer and Chief Officer in respect of the Authority. The report intimated that expenditure on core services was anticipated to be £242,966 over budget and expenditure on non-core services was anticipated to be £92,231 under budget, which resulted in an anticipated £150,735 net overspend for the Authority.

East Renfrewshire Council was projecting an overspend of £58,759; Inverclyde Council was projecting an overspend of £2,392; Renfrewshire Council was projecting a break-even position and Argyll, Bute and Dunbartonshire Criminal Justice Social Work Partnership was projecting an overspend of £94,746. Any over-spend at the year-end was required to be met by the relevant local authority.

DECIDED: That the virements during the quarter by Renfrewshire and East Renfrewshire Councils from non-core services to core services of £28,000 and £28,003 respectively be noted.

3 ADMINISTRATION GRANT REVENUE BUDGET MONITORING REPORT

There was submitted a joint administration grant revenue budget monitoring report by the Treasurer and the Chief Officer in respect of the Authority. The report intimated that expenditure against the administration grant was currently projected to result in an underspend of £2,252. Details of the projected expenditure were attached to the report.

DECIDED: That the report be noted.

4 SECTION 27 GRANT ALLOCATION 2015/16

There was submitted a report by the Chief Officer relative to the allocation of the section 27 grant funding received from the Scottish Government for 2015/16, which was detailed in Appendix 1 to the report. The allocation of grant to the Authority in 2015/16 was £10,000,494, which was almost £900,000 less than the allocation received in 2010/11.

The report intimated that for the sixth year in succession there had been no inflationary uplift in the level of grant. In previous years a local dampening mechanism had been applied to ensure that no constituent authority received more than a 5% reduction on any of its core service budget lines but this dampening mechanism had been withdrawn in 2014/15.

Due to the overall reduction in grant to the Authority and the withdrawal of the dampening mechanism there would be reductions in onward grant to some local authorities. Chief social work officers from East Renfrewshire, Inverclyde and Renfrewshire Councils had agreed to review the Drug Treatment and Testing Order (DTTO) and Throughcare schemes with a view to reducing costs thereby mitigating the overall impact of the reduction. A separate report on this matter was considered at item 10 of this Minute.

The allocations to constituent authorities were detailed in Appendix 2 to the report.

DECIDED:

- (a) That the report be noted;
- (b) That the grant allocation as detailed in Appendix 2 to the report be approved; and
- (c) That a revenue budget monitoring report be submitted to the September, December and March meetings of the Authority during 2015/16.

5 ADMINISTRATION GRANT ALLOCATION 2015/16

There was submitted a report by the Chief Officer relative to the North Strathclyde Community Justice Authority administration grant for 2015/16 of £224,909. The report intimated that overall the administration grant had been increased by 1% from the previous year and was conditional on the Authority adhering to the financial guidelines detailed in the Management Statement/Financial Memorandum issued by the Scottish Government in April 2008 and recently updated.

In addition, and for this year only, the Authority had been given an extra £30,000 in relation to maternity cover, which brought the total grant for 2015/16 to £254,909.

DECIDED:

- (a) That the report be noted;
- (b) That the Chief Officer be authorised to construct an appropriate budget for the administration of the Authority; and
- (c) That an administration grant revenue budget monitoring report be submitted to the September, December and March meetings of the Authority during 2015/16.

6 NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY ACTION PLAN 2014/15

There was submitted a report by the Planning Officer relative to the North Strathclyde Community Justice Authority Action Plan 2014/15. The report intimated that the Authority was required to produce annual action plans to progress the overarching strategy of the 2014/17 area plan. There were 12 actions and 37 associated activities in the action plan. Of the 37 actions, 30 (81%) had been achieved within timescale and 7 (19%) had not been achieved within timescale. With the exception of action 5, the majority of actions would continue into the 2015/16 action plan.

DECIDED: That the report and action plan be noted.

7 NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY ACTION PLAN 2015/16

There was submitted a report by the Planning Officer relative to the North Strathclyde Community Justice Authority Action Plan 2015/16. The report intimated that the Authority was required to produce annual action plans to progress the overarching strategy of the 2014/17 area plan. The report intimated that the action plan followed the same format as last year to align to the reformatting of the area plan. The action plan currently contained 19 actions and had been circulated to all partners for comment and feedback. The report detailed the proposed timetable for approval of the action plan.

DECIDED:

(a) That the report be noted;

(b) That the action plan 2015/16 be approved; and

(c) That authority be delegated to the Chief Officer, in consultation with the Convener, to amend the action plan in line with any feedback received from the Scottish Government.

8 COMMUNITY JUSTICE REDESIGN - PROGRESS REPORT

There was submitted a report by the Chief Officer relative to community justice redesign. The report intimated that the Community Justice (Scotland) Bill 2015 was at the final draft stage and would be ready for introduction to Parliament in early spring. Community Justice Authorities were assisting with gathering information for the Financial Memorandum which required to accompany the Bill. Provided the Bill progressed on time, it was anticipated that the recruitment process for the Chair and Chief Executive of Community Justice Scotland would begin in February 2016 with the rest of the Board and staff group being in place by autumn 2016.

Once the Bill had passed through Parliament there would be a shadow year for Community Planning Partnerships (CPPs) during 2016/17 prior to them taking on their new duties and responsibilities on 1st April, 2017. To prepare for this, CPPs would be required to submit a shadow plan to the Scottish Government by the end of 2015 for Ministerial approval and would then be expected to implement the plans with partners during the shadow year and report back to the Scottish Government on the progress made. In relation to the National Community Justice Strategy, CPPs would be expected to develop their local strategic plans in large part to deliver the National Strategy in their areas. Community Justice Authorities (CJAs) were providing assistance by committing one chief officer and a planning officer to work for one day in Edinburgh.

The Scottish Government had provided an extra £1.6million to be shared across all 32 CPPs to assist CPPs in the shadow year and following two years thereafter. The allocation of the extra funds would be agreed at the first CoSLA Distribution and Settlement Group, the options being an equal share of £50,000 per annum to each CPP or a minimum of £35,000 to each CPP with the balance allocated on a workload formula. In addition the Scottish Government had provided £50,000 to the Justice Third Sector Forum to assist them in preparation for engagement with the new structure.

A CPP Transition Group had been formed and would be holding national and regional events to assist CPPs to prepare for their new duties. This would include transferring knowledge currently held by CJAs to CPPs to assist in their strategic planning and understanding of the community justice landscape. The first national event would be held on 2nd April, 2015 in Edinburgh and was being targeted at CPP managers.

The Scottish Government had stated that there would be no TUPE arrangements for CJA staff to take up posts in the new national organisation, Community Justice Scotland. An HR Group with representation from CoSLA would look at options for CJA staff to consider. With staff consent, this group had begun to approach lead local authorities to collect information and clarify conditions of service. It was expected that staff would receive individual letters setting out their options by spring 2015.

A CJA Disestablishment Group had been established, consisting of representatives from CoSLA, CJAs and the Scottish Government, to estimate costs, excluding HR, of disestablishing CJAs and to consider the practical implications of this. This group would also consider the resilience issues for CJAs particularly in late 2016 to March 2017; provide some advice on dealing with key vacancies and identify all CJA assets and liabilities.

DECIDED: That the report be noted.

9 WOMENS SERVICES ACROSS THE JUSTICE SYSTEM

There was submitted a report by the Chief Officer relative to womens services across the justice system.

The report referred to the announcement from the new Justice Secretary, Michael Matheson, on 26th January, 2015 that plans for the new female prison in Inverclyde would not go ahead. Instead, the Scottish Government and the Scottish Prison Service would now undertake a period of extensive engagement with key partners with a view to developing smaller regional and community based custodial facilities across the country. The Authority had been requested to support the consultation process by organising a local event for partners, co-facilitated by the Scottish Government and the Scottish Prison Service. This event had been held on 3rd March, 2015 in Greenock.

The Authority, Inverclyde Council and the Scottish Prison Service, along with a range of other partners, had already begun a process to design Throughcare services for HMP Inverclyde. Having considered the implications of the Justice Secretary's announcement and the uncertainty around the exact shape of the future female prison estate, the Authority had decided to continue with the process of service design as it was likely that the Authority area would have one national facility and a number of regional units, all of which would hold women who required Throughcare support. A large logic modelling workshop would be held on 29th April, 2015; a first service design workshop would be held in June 2015 with the final service design workshop being held in September 2015.

It was proposed that the Chief Officer write to the Scottish Government and CoSLA advising that the Authority's view was that the Government look at an alternative to custody. This was agreed.

DECIDED:

(a) That the report be noted; and

(b) That the Chief Officer write to the Scottish Government and CoSLA advising that the Authority's view was that the Government look at an alternative to custody.

10 **REDESIGN OF SHARED CRIMINAL JUSTICE SOCIAL WORK SERVICES: EAST RENFREWSHIRE, INVERCLYDE AND RENFREWSHIRE**

There was submitted a report by the Service Manager, Criminal Justice Social Work Services, East Renfrewshire Community Health and Care Partnership setting out the decision to disaggregate some criminal justice shared services provided across East Renfrewshire, Inverclyde and Renfrewshire, alongside the rationale for this decision, the work to date, formal consultation with the trade union and staffing arrangements for future local service provision.

The report intimated that since 2002, the Drug Treatment and Testing Order (DTTO) service had been provided by East Renfrewshire Council across East Renfrewshire, Inverclyde and Renfrewshire. A formal service review in 2010/11 anticipated changes in national grant allocations whereby future funding would be based on three-year workload averages at a time of reducing workload. A range of savings measures were implemented, however ongoing reductions in grant allocation and falling workload continued to place the DTTO service under considerable pressure.

Throughcare services provided by Inverclyde Council supported offenders preparing for release from custody. Local authorities then managed offenders in the community. Shortfalls in Throughcare funding over recent years had been met by additional contributions from each council to enable the service to continue, alongside reviewing service priorities, staffing and some work being undertaken instead by local criminal justice teams.

Partners recognised that additional funding contributions to sustain both services were not possible and that redesign was necessary to ensure continued statutory service delivery.

An option appraisal for DTTO and Throughcare service delivery considered the impact of reducing financial allocations upon continued shared service arrangements. This process identified disaggregation as the preferred option, where each local authority would be responsible for DTTO and Throughcare provisions in their own authority area. The report intimated that disaggregation offered opportunities for sustainability, resilience and the ability to meet local and national standards.

Discussion with key partners had taken place and as some employees had office locations across the inter-authority area, it was apparent that some individuals would want to transfer to other local authorities. A process of informal and formal consultation with staff and trade unions had supported progress to identify employment opportunities for all affected staff. Services across the three councils anticipated that staff preferences could largely be accommodated within service redesign in each local authority.

DECIDED: That the report be noted.

11 DATE OF NEXT MEETING

It was noted that the next meeting of the Authority would be held on Friday, 12th June, 2015 at 10.30 am.

NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY

To: North Strathclyde Community Justice Authority

On: 12 June 2015

Item 4

Report by: The Treasurer and the Chief Officer

Heading: Annual Audit Plan 2014-15

1. Summary

- 1.1 The Annual Audit Plan 2014-15 for the Authority is submitted for Members' information. The Plan outlines Audit Scotland's planned activities in their audit of the 2014-15 financial year.
 - 1.2 The Annual Audit Plan 2014-15 includes a section on Audit Issues and Risks. Within this section Audit Scotland have identified a risk of "Management override of controls". This is being included in the audit plans of all bodies which Audit Scotland are working with in light of international standards on auditing. The inclusion of this risk is not a reflection of increased risk within North Strathclyde Community Justice Authority. Audit Scotland have confirmed that they have not found any issues on this in previous years
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2 Recommendations

- 2.1 The Authority is asked to note the Annual Audit Plan 2014-15 by Audit Scotland.
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North Strathclyde Community Justice Authority Annual Audit Plan 2014/15

Prepared for North Strathclyde Community Justice Authority

May 2015



Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

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Key contacts

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Summary

Introduction

1. Our audit is focused on the identification and assessment of the risks of material misstatement and irregularity in North Strathclyde Community Justice Authority's (NSCJA) financial statements.
2. This report summarises the key challenges and risks facing NSCJA and sets out the audit work that we propose to undertake in 2014/15. Our plan reflects:
 - the risks and priorities facing NSCJA
 - current national risks that are relevant to local circumstances
 - the impact of changing international auditing and accounting standards
 - our responsibilities under the Code of Audit Practice as approved by the Auditor General for Scotland
 - issues brought forward from previous audit reports.

Summary of planned audit activity

3. Our planned audit work in 2014/15 includes:
 - an audit of the financial statements and provision of an opinion on whether:
 - they give a true and fair view of the state of affairs of NSCJA
 - the expenditure and income for the year were incurred or applied in accordance with applicable enactments and guidance issued by Scottish Ministers
 - the accounts have been properly prepared in accordance with the Management of Offenders etc. (Scotland) Act 2005 and directions made by Scottish Ministers
 - a review and assessment of NSCJA's governance and performance arrangements in a number of key areas including a review of the statement of internal financial control
 - Preparing an Annual Report on the audit addressed to the accountable officer and Auditor General.

Responsibilities

4. The audit of the financial statements does not relieve the accountable officer or the joint committee as the body charged with governance, of their responsibilities.

Responsibility of the appointed auditor

5. Our responsibilities, as independent auditor, are established by the Public Finance and Accountability (Scotland) Act 2000 and the Code of Audit Practice, and guided by the auditing profession's ethical guidance.
6. Auditors in the public sector give an independent opinion on the financial statements. We also review and report on the arrangements within the audited body to manage its performance, regularity and use of resources. In doing this, we aim to support improvement and accountability.

Responsibility of the Accountable Officer

7. It is the responsibility of NSCJA and the Chief Officer, as Accountable Officer (appointed by Scottish Ministers), to prepare the financial statements in accordance with the Management of Offenders etc. (Scotland) Act 2005 and directions signed by Scottish Ministers. This means:

- acting within the law and ensuring the regularity of transactions by putting in place appropriate systems of internal control
- maintaining proper accounting records
- preparing financial statements which give a true and fair view of the financial position of NSCJA as at 31 March 2015 and its expenditure and income for the year then ended
- preparing an annual report, including management commentary, strategic report and remuneration report.

Format of the accounts

8. Community justice authorities are required to prepare accounts in line with the Scottish Government Justice Directorate's Guidance Note Four: Management Statement/ Financial Memorandum. This memorandum states that the accounts should be prepared in line with the Code of Practice on Local Authority Accounting in the United Kingdom.

Audit Approach

9. Our audit approach is based on an understanding of the characteristics, responsibilities, principal activities, risks and governance arrangements of NSCJA. We also consider the key audit risks and challenges in the central government sector generally. This approach includes:

- understanding the business of NSCJA and the associated risks which could impact on the financial statements
- assessing the key systems of internal control, and establishing how weaknesses in these systems could impact on the financial statements
- identifying major transaction streams, balances and areas of estimation and understanding how NSCJA will include these in the financial statements
- assessing the risks of material misstatement in the financial statements
- determining the nature, timing and extent of audit procedures necessary to provide us with sufficient audit evidence as to whether the financial statements are free of material misstatement.

10. We have also considered the sources of assurance which will make best use of our resources and allow us to focus audit testing on higher risk areas of the financial statements. The

main areas of assurance for the audit come from planned management action and reliance on systems of internal control. Management action being relied on for 2014/15 includes:

- comprehensive closedown procedures for the financial statements accompanied by a timetable issued to all relevant staff
- clear responsibilities for provision of accounts and working papers being agreed
- delivery of unaudited accounts to agreed timescales with a comprehensive working papers package
- completion of the internal audit programme for 2014/15.

11. Auditing standards require internal and external auditors to work closely together to make best use of available audit resources. We seek to rely on the work of internal audit wherever possible and as part of our planning process we carry out an assessment of the internal audit function. Internal audit is provided by the internal audit section within Renfrewshire Council.

12. Overall, we concluded that the internal audit service operates in accordance with Public Sector Internal Audit Standards (PSIAS) and has sound documentation standards and reporting procedures in place.

13. As NSCJA uses the financial ledger and systems hosted by Renfrewshire Council we plan to place formal reliance on internal audit's work on payroll and treasury management, to support our audit opinion on the financial statements.
14. The s27 grant claim for each participating council is audited by the respective council's auditors and we consider the results from the audit certificates.

Materiality

15. International Standard on Auditing 320 provides guidance on the concept of materiality. We consider materiality and its relationship to audit risk when planning the nature, timing and extent of our audit procedures. Specifically with regard to the financial statements, we assess the materiality of uncorrected misstatements, both individually and collectively.

16. Based on our knowledge and understanding of NSCJA we have set our planning materiality at 1% of gross expenditure. For 2014/15 planning materiality is £105,000. We set a lower level, known as performance materiality, when defining our audit procedures. This level depends on professional judgement and is informed by a number of factors including:
 - extent of estimation and judgement within the financial statements
 - nature and extent of prior year misstatements
 - extent of audit testing coverage.

17. For 2014/15 performance materiality has been set at £53,000. We will report, to those charged with governance, all misstatements greater than £1,000.

18. In addition, an inaccuracy which would not normally be regarded as material in terms of monetary value may be important for other reasons (for example the failure to achieve a statutory requirement, or an item contrary to law). In the event of such an item arising, its materiality has to be viewed in a narrower context; such matters would normally fall to be covered in an explanatory paragraph in the independent auditor's report.

Reporting arrangements

19. To support the efficient use of resources it is critical that a timetable is agreed with us for the production of the unaudited accounts. An agreed timetable is included at Exhibit 1 below which takes account of submission requirements and planned NSCJA dates.

Exhibit 1: Financial statements audit timetable

Key stage	Date
Latest submission of unaudited financial statements with complete working papers package	29 June 2015
Progress meetings with officers on emerging issues	As and when

Key stage	Date	
		required
Latest date for final clearance meeting with the lead officer		9 October 2015
Issue of draft annual report on the audit; proposed independent auditor's report; agreement of unsigned financial statement		15 October 2015
Independent auditor's report signed		31 October 2015
Annual report to the Accountable Officer and the Auditor General for Scotland		30 November 2015

20. Matters arising from our audit will be reported on a timely basis and will include agreed action plans. Draft management reports will be issued to the relevant senior manager to confirm factual accuracy. Responses to draft reports are expected within four weeks of submission. A copy of all final agreed reports will be sent to the Chief Officer, as Accountable Officer, treasurer and Audit Scotland's Performance Audit and Best Value Group.

21. We will provide an independent auditor's report to the NSCJA and the Auditor General for Scotland that the audit of the financial statements has been completed in accordance with applicable statutory requirements. We will provide the Accountable Officer and Auditor General for Scotland with an annual report on the audit containing observations and

recommendations on significant matters which have arisen in the course of the audit.

22. All annual reports produced by Audit Scotland are published on our website: www.audit-scotland.gov.uk
23. Planned outputs for the audit of financial year 2014/15 are summarised at Appendix I.

Quality control

24. International Standard on Quality Control (UK and Ireland) 1 (ISQC1) requires that a system of quality control is established, as part of financial audit procedures, to provide reasonable assurance that professional standards and regulatory and legal requirements are being complied with and that the independence auditor's report or opinion is appropriate in the circumstances. The foundation of our quality framework is our Audit Guide, which incorporates the application of professional auditing, quality and ethical standards and the Code of Audit Practice issued by Audit Scotland and approved by the Auditor General for Scotland. To ensure that we achieve the required quality standards Audit Scotland conducts peer reviews, internal quality reviews and is currently reviewing the arrangements for external quality reviews.

25. As part of our commitment to quality and continuous improvement, Audit Scotland will periodically seek your views on the quality of our service provision. We do, however,

welcome feedback at any time and this may be directed to the engagement lead, Anne McGregor.

Independence and objectivity

26. Auditors appointed by Audit Scotland must comply with the Code of Audit Practice. When auditing the financial statements auditors must also comply with professional standards issued by the Auditing Practices Board (APB) and those of the professional accountancy bodies. These standards impose stringent rules to ensure the independence and objectivity of auditors. Audit Scotland has in place robust arrangements to ensure compliance with these standards including an annual “fit and proper” declaration for all members of staff. The arrangements are overseen by the Assistant Auditor General, who serves as Audit Scotland’s Ethics Partner.
27. Auditing and ethical standards require the appointed auditor to communicate any relationships that may affect the independence and objectivity of audit staff. We are not aware of any such relationships pertaining to the audit of NSCJA.

Audit issues and risks

28. Based on our planning work we have identified the following main risk areas for NSCJA.

Governance

29. **Redesign of Community Justice Authorities:** In December 2013 the Scottish Government announced that planning and delivery will transfer from the eight community justice authorities (CJAs) to Scotland's 32 community planning partnerships (CPPs). A national body will also be created to set the vision for, and champion the work of, community justice services. It is anticipated that CJAs will formally disestablish on 31 March 2017.

30. Pressures on public sector spending are reflected in the decreasing S27 budget for NSCJA. The 2014/15 S27 allocation is £10.118m (2013/14: £10.213m; 2012/13 £10.532m) with £10m allocated for 2015/16. As at quarter three, officer forecast an overspend of 1.5%, which is required to be met by the relevant authorities.

31. Restructuring and pressures on budgets increases the risk that the NSCJA may not be fully focused on achieving objectives.

The period of change may also negatively impact on staff morale and commitment levels.

32. **Inquorate Meetings:** Our 2013/14 Annual report on the audit noted that there were two meetings held in June of 2013 and one in December 2013, which failed to constitute a quorum and were therefore postponed and rescheduled. The meeting on 12 December 2014 was also inquorate. If meetings begin to be routinely rescheduled, particularly during a period of change, there is a risk that members and officers cannot address issues raised in a timely manner, or judgments and decisions are delayed. We will continue to monitor minutes of meetings throughout the year.

Financial statements

33. **Management Override of Controls:** ISA 240 - *The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements* states that: 'Management is in a unique position to perpetrate fraud because of management's ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk is nevertheless present in all entities. Due to the unpredictable way in which such override could occur it is a risk of material misstatement due to fraud and thus a significant risk.'

-
- 34.** Given this inherent risk affects all financial statements we are required to undertake relevant audit procedures to gain assurance that no override of controls has occurred. These include detailed testing of journal entries, review of accounting estimates and evaluation of any significant transactions that are outside the normal course of business.
- 35.** These risks with associated sources of assurance and planned audit work are summarised at Appendix II.

Fees and Resources

Audit fee

36. Over the past four years, Audit Scotland has reduced audit fees by 23.5% in real terms, exceeding our 20% target. Due to further refinement of our audit approach we have been able to restrict the increase in audit fees for 2014/15 to 1% which, in real terms, represents a 0.6% reduction at 2014 price levels.
37. In determining the audit fee we have taken account of the risk exposure of NSCJA, the management assurances in place, and the level of reliance we plan to take from the work of internal audit. We have assumed receipt of a complete set of unaudited financial statements and comprehensive working papers package by 15 June 2015.

38. The agreed audit fee for the 2014/15 audit of NSCJA is £4,375. Our fee covers:

- the costs of planning, delivering and reporting the annual audit including auditor's attendance at committees
- your organisations allocation of the cost of national performance studies and statutory reports by the Auditor General for Scotland

- a contribution towards functions that support the local audit process (e.g. technical support and coordination of the National Fraud Initiative), support costs and auditors' travel and subsistence expenses.

39. Where our audit cannot proceed as planned through, for example, late receipt of unaudited financial statements or being unable to take planned reliance from the work of internal audit, a supplementary fee may be levied. An additional fee may also be required in relation to any work or other significant exercises outwith our planned audit activity.

Audit team

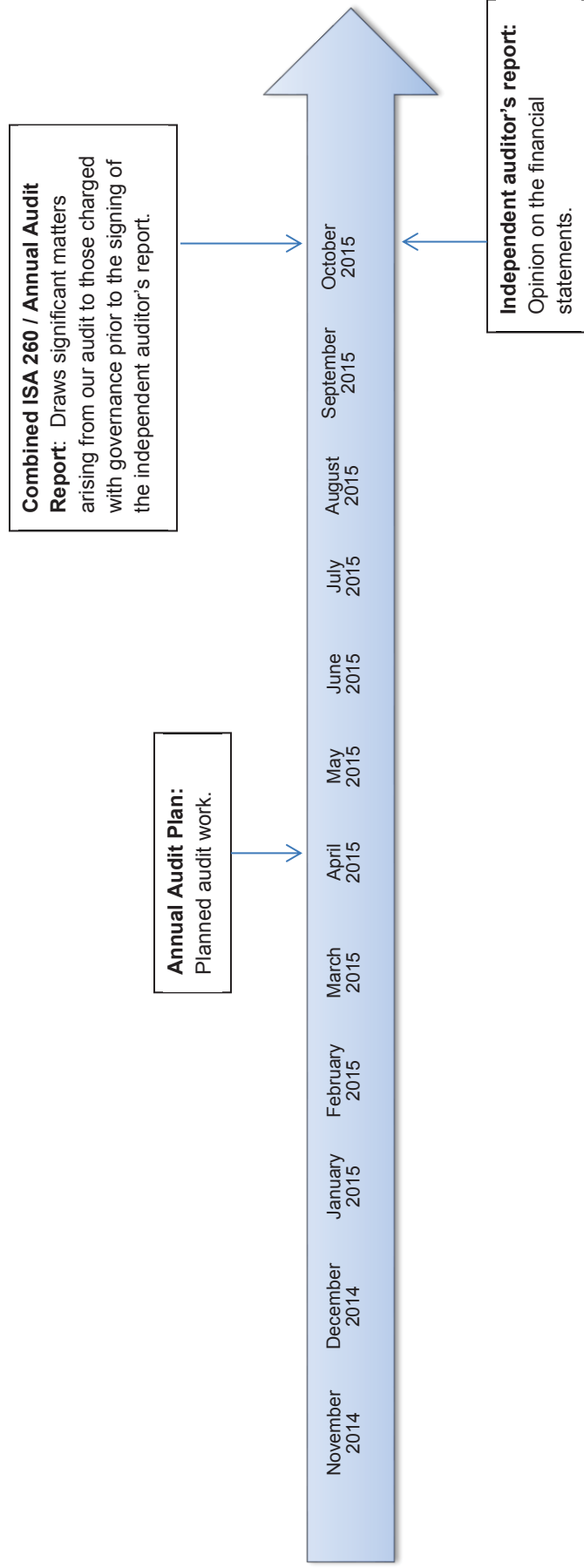
40. Anne McGregor, Senior Audit Manager, Audit Services is your appointed auditor. The local audit team will be led by Gordon McAllister, who will be responsible for day to day management of the audit and who will be your primary contact. Details of the experience and skills of our team are provided in Exhibit 2. The core team will call on other specialist and support staff as necessary.

Exhibit 2: Audit team

Name	Experience
Anne McGregor, CA Senior Audit Manager	Anne has over 16 years experience of public sector audit after working in the private sector for 7 years. Her public sector audit experience includes central and local government and she has been involved in a number of business improvement projects within Audit Scotland.
Kenny McFall CPFA Senior Auditor	<p>Kenny has 11 years experience of public sector audit with Audit Scotland, covering local government, central government and health sectors.</p> <p>Kenny is the onsite lead on the audit of Renfrewshire Council, which provides services to NSCJA.</p>
Gordon McAllister CPFA, Auditor	Gordon joined Audit Scotland in 2009. Gordon has worked on the audits of a wide range of local and central government bodies and has previously worked on the audit of Renfrewshire Council.

Appendix I: Planned audit outputs

The diagram below shows the key outputs planned for NSCJA for financial year 2014/15.



Appendix II: Significant audit risks

The table below sets out the key audit risks, the related sources of assurance received and the audit work we propose to undertake to address the risks during our audit work.

Audit Risk	Source of assurance	Assurance procedure
Redesign of Community Justice Authorities: CJAs will cease to exist on March 2017 following a proposed shadow year when CPPs will take on the duties. <i>There is a risk that NSCJA may not be fully focused on achieving objectives and that staff morale may be affected.</i>	NSCJA continue to work to 2014-2017 Area Plan Chief Officer provides quarterly performance reports to members. NSCJA working with partner authorities on agreeing future roles/jobs of current staff. CJA Disestablishment Group and CPP Transitions group in place to ensure that knowledge transferred and to support practical arrangements. Current staff assisting CPPs to ensure sharing of knowledge and expertise.	Review the 2014/15 update on progress of objectives of area plan and provide and update in the annual report on the audit. Review financial outturn versus budget and provide update on annual report. Review updates on progress on transition to NSCJA

Audit Risk	Source of assurance	Assurance procedure
<p>Management override of controls</p> <p>Management have the ability to override controls.</p> <p><i>There is an inherent risk that management manipulate accounting records and prepare fraudulent or biased financial statements by overriding controls that otherwise appear to be operating effectively.</i></p>	N/A	<ul style="list-style-type: none"> • Detailed testing of journal entries • Review of accounting estimates • Evaluation of significant transactions that are outside the normal course of business.

NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY

To: NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY

Date: 12 June 2015

**Report by
Chief Auditor**

INTERNAL AUDIT ANNUAL REPORT 2014/15

1. SUMMARY

- 1.1 The Public Sector Internal Audit Standards require the Chief Auditor to prepare a report, at least annually, to senior management and the Board on the internal audit activity's purpose, authority, and responsibility, as well as performance relative to its plan.
- 1.2 The annual report must also provide an annual audit opinion on the overall adequacy and effectiveness of the North Strathclyde Community Justice Authority's internal control environment.
- 1.3 The Annual Report for North Strathclyde Community Justice Authority is attached at Appendix 1 and outlines the role of Internal Audit, the performance of the Internal Audit Team, the main findings from the internal audit work undertaken in 2014/15, and contains an audit assurance statement.

2. RECOMMENDATIONS

- 2.1 Members are invited to consider and note the contents of the Annual Report.
-

North Strathclyde Community Justice Authority Internal Audit Annual Report 2014-2015

**Finance & Resources
Internal Audit**

June 2015

North Strathclyde Community Justice Authority

Internal Audit Annual Report 2014/2015

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North Strathclyde Community Justice Authority Internal Audit Annual Report

1 April 2014 – 31 March 2015

1. Introduction

- 1.1 As host Authority, Renfrewshire Council provides an internal audit service to North Strathclyde Community Justice Authority. This includes:
- The compilation of an annual audit plan following consideration and evaluation of those areas of greatest risk in the organisation's operation, and consultation with the Chief Officer, North Strathclyde Community Justice Authority
 - Delivery of the planned audit assignments
 - Follow up of previous audit recommendations
 - Provision of any ongoing advice and support on audit and risk management related matters.
 - Provision of an Annual Report and Assurance Statement, and presentation to elected members at the board of North Strathclyde Community Justice Authority
- 1.2 The Service operates in accordance with the Public Sector Internal Audit Standards which defines Internal Audit's role as:
- ".....an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes."
- 1.3 In line with the Standards, the purpose of this Annual Report is to report on:
- The outcome of the planned Internal Audit reviews 2014/15 relating to North Strathclyde Community Justice Authority;
 - The outcome of Internal Audit reviews of supporting Renfrewshire Council corporate systems;
 - Internal audit performance ;
 - Planned audit work for 2015/16
 - The annual assurance statement which provides an opinion on the overall adequacy and effectiveness of the Authority's internal control environment.

2. Responsibilities of Management and Internal Audit

- 2.1 It is the responsibility of management to ensure that the areas under their control is adequate and effective and that there is a sound system of internal

control which facilitates the effective exercise of the organisation's functions and which includes arrangements for the management of risk.

- 2.2 Internal Audit is not a substitute for effective control exercised by management as part of their responsibilities. Internal Audit's role is to independently assess the adequacy of the risk management, internal controls and governance arrangements put in place by management and to undertake sufficient work to evaluate and conclude on the adequacy of those controls for the period under review.

3. Internal Audit Activity during 2014/2015

- 3.1 The Annual Report for 2013/2014 was submitted to the Authority on 13 June 2014.
- 3.2 A review and update of the authority's financial regulations and codes has been undertaken and the Financial Regulations were approved by the Authority on 13 June 2014.
- 3.3 There were no outstanding internal audit recommendations which required to be followed up in 2014/15.
- 3.4 Internal Audit also carried out reviews of the main corporate systems operating within Renfrewshire Council which support the Authority's activity. The main findings in relation to these are summarised in table 1 below and Renfrewshire Council management have agreed to implement the audit recommendations made in relation to each review:

Table 1

Audit Area	Conclusion
<i>System of Internal Financial Control</i>	
Payroll	<ul style="list-style-type: none"> • Satisfactory Level of Assurance • No key risks were identified. A few good practice recommendations were made, which once implemented, will strengthen the overall effectiveness of internal control.
Treasury Management	<ul style="list-style-type: none"> • Satisfactory Level of Assurance • No key risks were identified. A few good practice recommendations were made, which once implemented, will strengthen the overall effectiveness of internal control.

4. Review of Internal Audit Performance

- 4.1 Internal Audit produces regular reports on its performance during the year against a range of measures set annually by the Director of Finance and Resources. These are set out in the following table.

Table 2

Internal Audit Performance 2014/15		
Performance measure	Target 2014/15	Actual 2014/15
% of audit assignments completed by target date	95%	96.8%
% of audit assignments completed within time budget	95%	96.8%
% of audit reports issued within three weeks of completion of audit field work	95%	96.2%
% completion of audit plan for the year*	95%	95.2%

* this measures the completion percentage as at 31 March. 100% of the plan is ultimately delivered through the finalisation of the outstanding elements in the new financial year.

The figures in table 2 show that all targets have been achieved.

- 4.2 The Chief Auditor is required to develop and maintain a quality assurance and improvement programme that covers all aspects of the internal audit including conformance with the standards. The Chief Auditor undertook a self assessment against the standards during 2013/14 and throughout the year the improvement actions identified have been progressed, including the review of the risk assessment and planning methodology and the Chief Auditor's performance appraisal. All outstanding actions will be completed with the implementation of the upgraded audit management software.

4.3 External Audit

External Audit's review of the internal audit service concluded that the internal audit service operates in accordance with the Public Sector Internal Audit Standards (PSIAS) and has sound documentation standards and reporting procedures in place. Customer Satisfaction

4.4 Customer Service

Internal Audit issues customer satisfaction surveys at the conclusion of assignments. These measure the level of satisfaction with the way in which the audit was conducted and with the audit report's findings and

recommendations. A total of 28 surveys had been issued during the 2014/15 year, and 13 were returned. Returned survey forms showed that 100% of auditees were satisfied with the service provided against a target of 100%.

In April 2015, our Customer Services Excellence Standard accreditation was reviewed and our accreditation renewed as part of a wider Renfrewshire Council Corporate accreditation.

4.5 Risk Management

The responsibility for co-ordinating risk management activity across the council and its associated bodies lies with internal audit. Risk management performance is detailed in Renfrewshire Council's risk management annual report.

5. Planned Work for 2015/16

- 5.1 Following a risk based assessment of the activities of North Strathclyde Community Justice Authority, the audit plan for 2016/2016 provides for a review of the performance management arrangements, annual reporting, ad-hoc financial advice, reactive investigative work, follow-up of previous audits and risk management advice.

6. Audit Assurance Statement

- 6.1 Internal Audit has performed its work in accordance with the role defined in paragraph 1.2. The audit work performed has been reported to the Chief Officer, and to the board in this annual report. Where areas for improvement in internal control have been identified appropriate recommendations have been made, and accepted for action by management.
- 6.2 In view of the continued challenges common to all public bodies, there will be a requirement for the council and the bodies for which it is host authority to exercise very close scrutiny over both revenue and capital spend, and both areas will continue to receive due internal audit attention.
- 6.3 It is not feasible for the system of internal control to be without any weakness. It is important to balance the risks involved in accepting systems limitations with the consequences if a problem emerges. Internal Audit recognises this and assesses this in its reporting mechanism.
- 6.4 In this context, it is considered that satisfactory assurance can be placed upon the adequacy and effectiveness of North Strathclyde Community Justice Authority's internal control, risk management and governance arrangements, as evidenced by:-
- The results of the audit work in 2014/15 in relation to the corporate systems which supported North Strathclyde Community Justice

Authority's activities, and to specific work carried out in relation to those activities.

- Management action in response to audit recommendations.
- The regular review and updating of the Local Code of Corporate Governance by the Council in accordance with the CIPFA/SOLACE framework for corporate governance requirements, and of the corporate governance arrangements within North Strathclyde Community Justice Authority.

Signed

Chief Auditor

Date 12 June 2015

To: North Strathclyde Community Justice Authority

On: 12th June 2015

Report by: Chief Officer

Heading: Resilience Issues for NSCJA

1. Summary

1.1 This paper presumes CJAs will be functioning organisations until 31st March 2017, though acknowledges the current assumptions of a “Shadow” year of operation for the CPPs (from April 2016) with their new responsibilities and a period of “Shadow” operation for the new, national body, with the suggested appointment of a Board and Chief Officer by Autumn 2016.

During this time, the legal duties for CJAs will continue, as will the statutory structural arrangements.

The legal minimum structure for CJAs is:

- 1 CJA Board including 1 Convener and 1 Vice Convener
- 1 Chief Officer
- 1 Treasurer

The legal statutory duties for CJAs are:

- Prepare an area plan for reducing reoffending
- Monitor performance of local authorities and Scottish ministers in complying/co-operating
- Promote good practice in reducing reoffending – bridging between local and national
- Allocate S27 grant to local authorities, ensure Audit and report – Accountable Body
- Report annually on activities and performance of CJA.

1.2 Identification of Risks

As the course of time progresses closer to the wind-up of CJAs, the greatest risk to continuity lay with loss of staff and with loss of partners' engagement. There is a growing likelihood that staff will find alternative employment and a diminishing likelihood of filling vacant posts through the usual course. This creates a risk to fulfilling the statutory duties and having in place the statutory positions. That risk is summarised below:

Statutory Obligation	Risk Features	Likelihood of Impact
Maintain CJA Board including 1 Convener and 1 Vice Convener	Elections 2016	Medium
	Political focus shifts to CPP	Medium
	Maintaining Quorate attendance at Board meetings	Medium – High (varies by Board)
	Disengagement by some LAs from COSLA	Low
Chief Officer in post	Staff look for other positions and leave organisation	High – grows as March 2017 approaches
Treasurer in place	While the Chief Officer is not the Treasurer, who is secured via the host authority, the Chief Officer is the “Accountable Officer” and instructs the Treasurer, thus there is reliance on having the Chief Officer in post and risk in staff leaving this post	High
Prepare an area plan for reducing reoffending	CJA support staff look for other positions	High
	Aligning CJA and CPP Plans requires staff time	Medium
	Area Plan is reliant on partner engagement – risk partner commitment drifts during period of transition without specific support of dedicated Community Justice staff	Medium
Monitor performance	Failure to finalise National Performance Framework	Medium

	Aligning with SQA performance framework requires staff time	Medium
	CJA support staff look for other positions	High
Promote good practice	CJA support staff look for other positions and are unable to drive this responsibility	High
Allocation S27 grant – Accountable Body	Board operations affected by staff reduction and/or political disinterest – unable to ratify allocations (Quorate Board)	High
	No arrangements agreed for final Audit September 2017	High
Report annually	CJA support staff look for other positions	High
	No arrangements agreed for final Annual Report September 2017	High

1.3 Mitigation

The Chief Officer post will require to be covered as a statutory obligation, and other non-statutory posts are at a high risk of becoming vacant, especially during this last year of CJA operations. Cover will be required on either a full-time or part-time basis for vacancies. Open recruitment will prove challenging as the end date approaches, and seems highly improbable in the last 6-12 months.

Operations for coverage are as follows:-

1.3.1 Ensuring Chief Officer post remains filled:

- a) Temporary upgrade for Planning Officer to cover Chief Officer post.
- b) CJA partner organisation seconds a senior manager in Chief Officer's vacancy either part-time or full-time
- c) Approach known retirees to cover the Chief Officers post for final months.
- d) Share posts across CJA boundaries
- e) Link with CPP shadow arrangements.

1.3.2 Ensuring adequate support to CJA functioning (Planning / Admin posts)

- a)** Partner organisations second staff to cover on a part-time or full-time basis
- b)** Extend existing SLAs with lead local authority to provide part-time or full-time cover
- c)** Employ agency admin cover
- d)** Share posts across CJA boundaries
- e)** Link with CPP shadow arrangements (and Transition Funds).

1.3.3 Maintain Political Focus

- a)** Maintain regular dialogue across the political leadership of partnering authorities
- b)** Regular correspondence via the Scottish Government

1.3.4 Maintain Partner Engagement

- a)** Board continues to function and to hold statutory partners to account
- b)** Individually, each CJA maintains good lines of communication with regular updates on developments.
- c)** Engage same partners through Community Planning, both directly through Shadow Arrangements in 2016/17 and with main CPP structures
- d)** Review CJA Area Plans and fit with CPP Interim Plans and SOAs through to 2017

1.3.5 Arrangements for activities delivered post April 2017 (including Annual Report 2016/17)

- a)** Extend existing SLAs with lead local authority to provide
- b)** Link with CPP arrangements (Transition Funds)
- c)** Confirm statutory responsibilities beyond April 2017 (to prepare Annual Accounts and Report on Performance) within new legislation.

1.4 Staff Welfare

While work has been underway to support CJA staff as they look to the future, it is now time for CJAs (and their Boards) to formalise planning for the anticipated redundancies. Support from Local Authority Human Resources can assist to look at:

- Individual staff guidance and advice, in particular in relation to TUPE and the new arrangements
- Formal support on career planning

- Exploring opportunities within the host organisation, and, potentially, other CJA partners (in particular to link with existing redeployment arrangements)

At the same time a local response to support staff is underway; collectively the 8 CJAs are reviewing the position, in particular seeking legal guidance to ensure the Government is adequately assuming its responsibilities in relation to redundancy and the rights of those currently working for the CJAs.

1.5 Local Planning

It is important to ensure the rights of CJA staff are looked after and equally, for the CJA Board to carry out its responsibilities up to the end of March 2017. Of particular consideration will be an assumption that as the date for disestablishment approaches, the likelihood of staff vacancies will grow and the ability to recruit will diminish.

Looking at resilience will need to come from a local perspective, but can and should be reinforced through arrangements across the 8 CJAs, which are all facing the same scenario.

Initially, discussions should be held with the host authority's Human Resources Department, to consider deployment opportunities, for CJA staff to the organisation and from the host organisation to support any temporary vacancies and support the statutory responsibilities.

Discussions should also be progressed with the collective of CJAs, exploring the opportunities of partnering arrangements and working in conjunction with the shadow structures for the new national body.

The transition to the shadow arrangements, which will take place over the next 11 months, is critical to a successful new community justice arrangement. The process of transition should continue in recognition of the work required to prepare CPPs for their new responsibilities and to establish the foundations for the new national body. As a Board, for each CJA, there is no scope to press for and support an active process of transition.

As time progresses, and further information becomes available, both the nature of risks and the mitigation plans will change and need to be kept under review.

Failure to evolve effective transition arrangements within any CJA could affect:

- Performance in relation to continued reductions in reoffending levels
- Sustainability of proven services
- Current partnership arrangements, which were cited by Audit Scotland in 2012 as one of the key benefits CJA delivered.

1.6 Conclusions

The concept of resilience is a practical response to the needs of each CJA to effectively anticipate disruptions to the Community Justice agenda, to adapt to the evolving pace of change and to support a lasting legacy for Community Justice under new, redesign

arrangements. Success will come through collective commitments within local partnerships and across the 8 CJAs and national structures and partners.

2. Recommendations

- 2.1** Members of NSCJA are asked to note the report and require the Chief Officer and Convener to take appropriate action to maintain the resilience of the authority to 31/3/2017.
-

3. Background

- 3.1** This paper outlines key issues in relation to the resilience for Community Justice. The focus is on the role of Community Justice Authorities (CJAs), with a particular recognition to the critical time period of October 2016 through to the proposed disestablishment of CJAs in March 2017 (when staffing arrangements are most likely to be impacted upon). The issues highlighted are necessarily cast more widely than organisational resilience, in acknowledgement of the importance to minimise disruption to the work of the CJAs and partnerships beyond the CJA structural lifespan.
- 3.2** CJAs and their partners are in a strong position to plan for resilience, with a clear timeframe for change, an outline of the changes anticipated and planning arrangements in place with partners to identify risks and plan for mitigation. This paper will highlight the risks and identify anticipated disruptions to CJAs and the Community Justice agenda and to support a lasting legacy for Community Justice under new, redesign arrangements.
- 3.3** Resilience is a proactive and determined approach to maintain a flourishing enterprise despite anticipated and unanticipated challenges that will emerge. This paper will provide a platform for partners to look beyond a defensive posture and apply the inherent strength of partnership to withstand the challenges of change and evolve an approach to manage change..
-

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.

Author Jim Hunter, Chief Officer, North Strathclyde Community Justice Authority
Email: jim.hunter@renfrewshire.gcsx.gov.uk Tel: (0141) 887 6133

To: North Strathclyde Community Justice Authority

On: 12th June 2015

Report by: Chief Officer

Heading: Services to Women who Offend

1. Summary

- 1.1 At the meeting of NSCJA on 13th March, Members and Officers had a full discussion on the recent consultation events held to develop a new prison estate for women in Scotland. As the discussion concluded, Members requested that the Convener of NSCJA write to Scottish Government and COSLA expressing their concern that we should not concentrate solely on the prison estate but should take the opportunity to develop better community services as an alternative to custodial sentences and remand.
-

2. Recommendations

- 2.1 Members are asked to note the correspondence attached.
-

3. Background

- 3.1 This paper outlines key issues in relation to the resilience for Community Justice. The focus is on the role of Community Justice Authorities (CJAs), with a particular recognition to the critical time period of October 2016 through to the proposed disestablishment of CJAs in March 2017 (when staffing arrangements are most likely to be impacted upon). The issues highlighted are necessarily cast more widely than organisational resilience, in acknowledgement of the importance to minimise disruption to the work of the CJAs and partnerships beyond the CJA structural lifespan.

- 3.2** The Scottish Commission on Women Offenders published its final report and recommendations in April 2012. Dame Elish Angiolini QC chaired the commission which recognised that female offenders have very different needs to their male counterparts and require very specific support. One of the key recommendations was that HMP Cornton Vale should be closed and replaced by developing smaller regional units.
- 3.3** At the press conference on January 26th, 2015 Mr Matheson said “I believe we should be investing in smaller regional and community-based custodial facilities rather than a large new prison for women. This approach would be more closely aligned with the vision set out by Dame Elish. It also demonstrates the Scottish Governments commitment to tackling inequalities”.

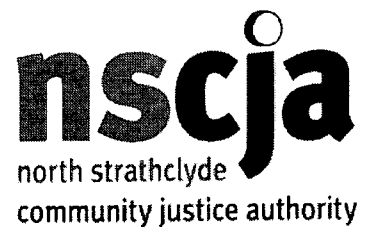
Implications of the Report

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.

Author Jim Hunter, Chief Officer, North Strathclyde Community Justice Authority
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Our Ref: JH/AT

Date: 25th March 2015

Andrew Bruce
Depute Director
Community Justice Division
New St. Andrew's House
Regent Road
EDINBURGH
EH1 3DG

Dear Andy

WOMEN'S PRISON ESTATE CONSULTATION

At a recent NSCJA meeting, members and officers had a full discussion about the reconfiguration of the Women's Prison Estate. All were agreed that we need to do what is best for women but there was also a common view that the current exercise is too narrow in focus and is missing the opportunity to address the high rate of imprisonment for women in Scotland. This latter point was raised when we were discussing the development of smaller bedded units with many members questioning the need for women on such low security to actually be in prison at all. They questioned the wisdom of spending a large amount of public money on a wide-ranging, variety of buildings in which to hold women on sentences which are arguably inappropriate in the first place. The direction of the discussion we had was to examine how we could use such a significant investment to develop better continuity of services for women which could both divert them from the criminal justice system in the first place or from custody as a viable alternative to imprisonment, given the impact of a prison sentence on re-integration/rehabilitation. Members were also concerned at an increased risk of uptariffing women due to custody seeming less institutional and more homely/normal.

At the conclusion, members asked that I write to you outlining their concerns and to also make COSLA aware of the discussion. I understand that similar views were expressed during the recent consultation event in Greenock and, I suspect, in similar events elsewhere.

I hope that it is not too late for you to give these issues due consideration.

Yours sincerely

Cllr Tommy Williams
NSCJA Convener
cc: Anil Gupta, Senior Policy Officer, COSLA

T: 0131-244-2613
E: andrew.bruce@scotland.gsi.gov.uk

Cllr Tommy Williams
Convenor, North Strathclyde CJA
Unit 905
Mile End Mill
12 Seedhill Road
Paisley
PA1 1JS

8 May 2015

Dear Cllr Williams

Thank you for your letter of 25 March. I am sorry that it has taken so long for me to reply.

I am very grateful to you and your colleagues from the other CJAs for hosting the engagement events that took place throughout March. As you know, we used those events to seek views on a new proposition for what the future custodial estate for women might look like. The events proved invaluable in providing us with views on the “3 tier model” that was presented. A report on the engagement events is currently being prepared by the independent company that facilitated the events and will be published shortly. This, along with comments we have received subsequently, including those raised in your letter, will inform the advice we provide to the Cabinet Secretary for Justice on the way forward.

Your letter also raised the importance of ensuring the appropriate use of custody. Whilst the engagement events deliberately focussed on the custodial element of the system, I made clear at each of the events that any developments in this regard would be supplemented by a concerted effort to ensure that custody was used as infrequently as possible. As you may be aware, we are now working with CJAs to ascertain the range of diversions and alternatives to prosecution and custody currently available, with a view to ensuring the consistent provision – and increased usage – of such services.

Whilst the Scottish Government is committed to providing high quality custodial facilities for women, the wider aspiration is to reduce the use of custody as a disposal, with as many women as possible being supported in the community.

I would, as ever, be very happy to discuss these issues further. However, in the meantime, I hope this letter provides you with the reassurance you are seeking. I am copying this letter to Jim Hunter and Anil Gupta.

Yours sincerely



ANDY BRUCE, Deputy Director, Community Justice Division

To: North Strathclyde Community Justice Authority

On: 12th June 2015

Report by: Fiona Benton, Head of Service (Community Justice) WISE Group

Heading: New Routes Partnership

1. Summary

The New Routes partnership was formed in 2012 and was successfully implemented across 13 Scottish Prisons by September 2013. Since then we have demonstrated that our approach is having great success. This can be seen by the outcomes we have achieved and the qualitative feedback we have consistently gathered.

New Routes brings together expertise from a wide range of partners to deliver a wraparound service that is tailored by individual need.

The New Routes partnership employs over 30 mentors who have all been trained to SQA level, some of whom have similar life experiences as the customer group.

The service centres on establishing a one to one mentoring relationship with prolific male offenders (under the age of 25) serving short term sentences in prisons across Scotland.

Mentors engage with customers 6 months pre-release from custody and continue to work with them for a minimum of 6 months in the community.

The key to achieving outcomes is the quality and strength of this mentoring relationship and its impact on the behaviours and attitudes of each individual.

2. Recommendations

Members are asked to note the content of the report and attachments.

3. Background

Re-offending is a continuing problem in Scotland. The Scottish Government has made reducing reoffending one of three key policy areas where it is encouraging investment in preventative spending and launched Phase 2 of a Reducing Re-offending programme. This approach focussed both on reducing the social cost of harm caused to individuals and communities and on developing more effective criminal justice services collaboratively through public and third sector partnerships. The New Routes Partnership contributes to this by providing a nationwide mentoring service for prolific male offenders that focuses on addressing and changing offending behaviour.

Aims of the Public Social Partnership

The New Routes Public Social Partnership has been established to design and deliver a mentoring service for prolific male offenders with outcomes that will contribute to reducing re-offending. The Partnership builds on the knowledge, skills and experience of the partners in delivering services that have had demonstrable impacts on the risk factors associated with re-offending. It has been informed by consultation with key groups, including service users, and the wider evidence of what has worked in reducing re-offending. The Partnership is a collaborative approach between relevant public sector and third sector agencies to reach a shared understanding of needs and then jointly designing and developing the new approach.

Evidence of Need

The Partnership has drawn on a wide body of evidence to identify the level of need and inform the service specification. Evidence has included, an analysis of national and regional figures on conviction and reconviction rates, themed Partnership workshops on employability, health, criminal attitudes and families, a service design workshop, service user workshops, local stakeholder consultation, and evaluation material from the Wise Group and other partners.

Need for the Service

National statistics provide evidence on the scale and nature of repeat offending; they show that reconviction rates for prolific male offenders are twice that of the overall offender population. Consultation was undertaken with key stakeholders, in particular, the Community Justice Authorities, Criminal Justice agencies and SPS Heads of Offender Outcomes. The CJAs have for some time identified the need for a national mentoring service to provide a national standard of service to support prolific offenders. Local authorities and others have agreed that this approach has strengths and requires local integration.

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.

Author **Fiona Benton, Head of Service (CJ), the WISE Group**
Email: fiona_benton@thewisegroup.co.uk Tel: 07540 214992

NEW ROUTES

Report 2015

NEW ROUTES

working together to create the best
opportunities for you in your community

Delivered by:



Supported by:



Funded by:



NEW ROUTES

The Wise Group leads New Routes a Scotland wide Public Social Partnership (PSP) that involves nine third sector organisations and public sector partners. It provides a mentoring service for young male prolific offenders on short-term sentences in all Scottish prisons and then on release in the community.

The New Routes partnership employs more than 30 mentors who have been trained to SQA level. Many of the mentors have similar life experiences as the customers they work with, including having served prison sentences.

The key to achieving positive outcomes is the quality and strength of the mentoring relationships and the impact on the behaviours and attitudes of each individual.

Since delivery started in 2013, New Routes has shown that this approach is successful with a significant proportion of the young men becoming involved with the service.

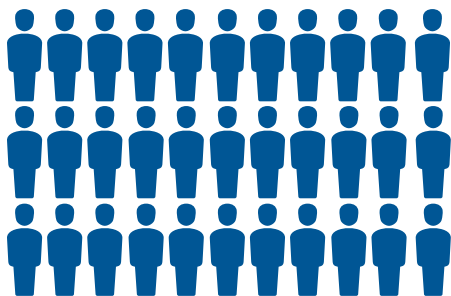
New Routes is funded through the Scottish Government reducing re-offending change fund and its approach is consistent with government policy in community justice.

This report highlights some of the achievements so far and looks at some customer stories and an example of an employer that has risen to the challenge of offering employment opportunities.



NEW ROUTES IN FIGURES

April 2013 up to March 2015



Since April 2013 New Routes has mentored **1,321** customers

500+



New Routes works with over **500** support agencies across 32 local authority areas

Job Outcomes



New Routes has moved **102** men into full time employment

Partnership working



15 organisations across the third and public sectors work collaboratively to deliver New Routes



Over the lifetime of the contract New Routes will mentor **1,855** short term male offenders



There have been **3,682** engagements with specialist support agencies



New Routes operates in **12** prisons across Scotland



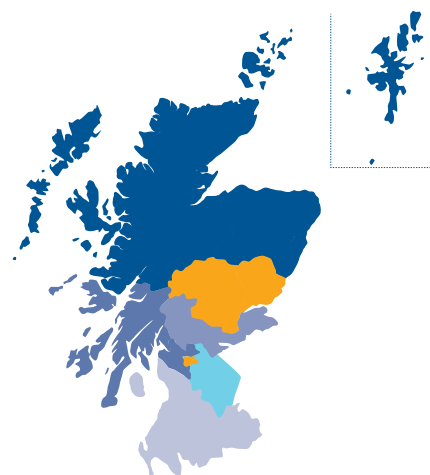
New Routes have achieved **5,754 short term outcomes** in areas of addictions, mental & physical health, attitudes, housing, finance



50% of mentors employed by Wise Group are ex-offenders



New Routes has **recruited and trained over 30** mentors to SQA standard

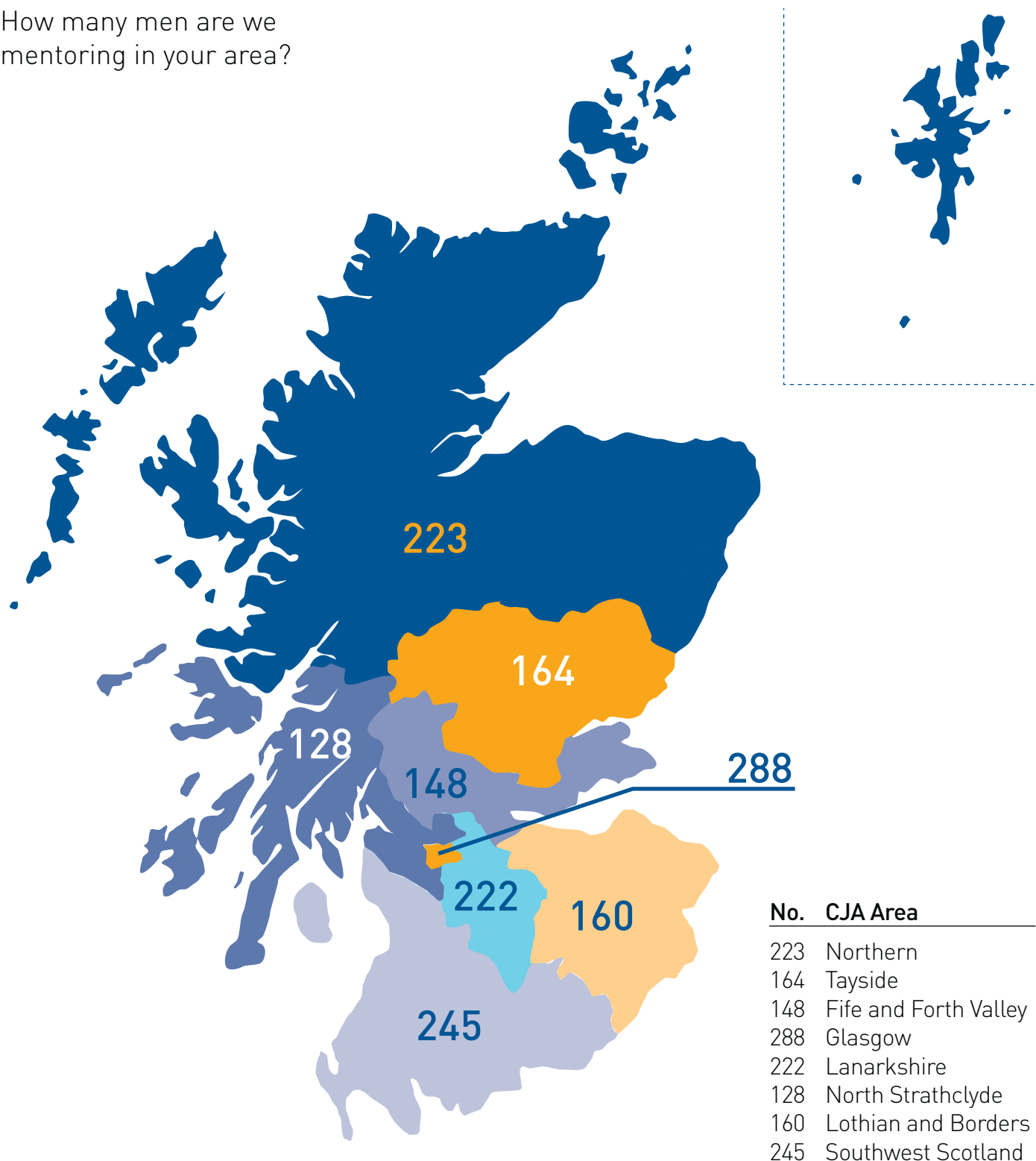


New Routes mentoring service is available in **8** CJA areas

NEW ROUTES IN FIGURES

April 2013 up to March 2015

How many men are we mentoring in your area?



IAN'S STORY

Ian pledges that this is his last sentence and has been actively engaging with New Routes to turn his life around.

Ian signed up to New Routes in January 2014. He was facing difficulties with alcohol addiction, family issues and long-term unemployment. He had not actively engaged with the service after his release and he quickly returned to prison.

During his second custodial sentence Ian had family issues that he was unable to assist with. This included the loss of his grandmother and because he was in prison he was unable to attend her funeral, which was Ian's lowest point. He decided that this was going to be his last sentence.

His dad picked him up from HMP Barlinnie and took him home on his release and Ian arranged to meet with his mentor. When his mentor confirmed the appointment his dad admitted that he thought that Ian would have gone straight home to drink and was surprised that he was seeking help.

From this point on Ian maintained weekly contact and has never failed to attend his appointments, which are often early starts. He has secured casual employment doing a bit of labouring with his dad when extra help is needed. He is showing that he wants to better himself and has completed an application for ILA funding to pay for CSCS training.

His family life is going well. Ian seems settled with his partner and they are moving to another area to make a fresh start.

This time Ian is determined to stay out of prison. He readily accepts help and is completing agreed tasks straight away – something he had never done before. Ian admits that alcohol is still part of his life but he is making an effort to reduce his drinking levels.

Work is now his main focus. He wants to provide a good life for his family in the same way that his parents did for him when he was growing up. He is hoping that his family will begin to believe in him and see that things are changing for the better.

ROBBIE'S STORY

Robbie's mentor makes full use of the specialist support partners to help him to address his pattern of reoffending.

Robbie is a 21 year old man with a prolific history of offending, currently serving eight months for theft and breach of the peace. Robbie has spent a large part of his life in care and is on protection in HMP Barlinnie.

During the initial meeting with his mentor Robbie was reluctant to share any information and was not opening up at all. One area of concern that was highlighted in his personal release plan was Robbie's mental health.

Robbie stated that he suffered from depression and anxiety and was on medication. His mood was low and he was receiving no support for this. Although Robbie admitted he misused alcohol and drugs, he did not at this point relate this to the condition of his mental health.

Robbie's mentor felt that he would benefit from the services of a dedicated mental health team and encouraged him to engage with their services. Robbie agreed to this and his mentor set up a mental health assessment with SAMH.

Robbie's mentor contacted SAMH to provide them with as much information and background as he could before the assessment. He accompanied the worker from SAMH to Robbie's initial assessment to introduce them. Following the meeting SAMH contacted Robbie's mentor to inform him that the meeting went well and that they would work directly with him.

Robbie told his mentor that the meeting went well and that he was pleased to be working with SAMH. Robbie's mentor still felt that he had to think about his history of offending and how it was directly related to his misuse of alcohol and drugs.

Robbie eventually agreed to allow his mentor to engage with addiction services. Their aim was to get Robbie allocated an addiction care manager, which will allow him to access a community rehabilitation day care setting. Robbie is currently waiting on a referral to Addaction addiction services.

Robbie's mentor hopes that by addressing his addiction and mental health issues, he will break his cycle of offending.

JOHN'S STORY

A New Routes mentor faces a tough challenge to find accommodation for John on his release from prison.

John is 25 years old and has been caught up the cycle of re-offending for eight years. He engaged with the New Routes mentor in HMP Barlinnie when he was at the end of a 10 months sentence. Accommodation was John's biggest worry. He did not want to go back to his home in Paisley, as he feared for his safety.

On his release John was met at the gates by his mentor who took him to find somewhere to stay in Glasgow. Unfortunately there was no available accommodation and John had no proof that he had ever lived in Glasgow, so his only option was to return to Paisley. John was very distressed at this situation.

His mentor then took him to various homeless teams but kept getting a similar response. Eventually after an upsetting and frustrating day, John's mentor took him to a friend's house for the night. John had no telephone number or contact details so his mentor asked him to come in to see him at the Wise Group on the Monday morning to update him on his situation. John failed to attend that meeting and his mentor was unable to contact him.

Eventually a week later John came to the Wise Group offices. He was extremely dishevelled and dirty as he had been sleeping rough. He hadn't called because he had been embarrassed that he had failed to turn up as arranged after everything the mentor had done for him.

Together they decided to go to the Legal Services Agency, a drop-in service where homeless people can access a solicitor. After hearing his story Legal

Services gave John a letter designed to obligate an agency in Glasgow to offer him temporary accommodation.

They went to the emergency homeless accommodation team and based the letter from Legal Services a homeless application form was completed. The advisor told them this was not a guarantee of accommodation. At this point John said he would be better off going back to prison. Eventually that evening at 7pm John was offered temporary accommodation.

This is just one example of the challenges faced by customers leaving prison. John was one of the lucky ones. He has ongoing support from the New Routes mentor and has made a choice not to re-offend. John has shown considerable resilience under very difficult circumstances but the team has high hopes that they can assist him towards a better future.

DAMM THOSE BOYS ARE GOOD!

Nine New Routes customers train to be drainage operatives and they love it!

It is widely recognised that skills and the readiness for work are key factors in helping ex-offenders access employment. It is also known that there is considerable evidence that ex-offenders who get and can sustain employment are less likely to re-offend.

One of the major stumbling blocks is the willingness of many employers in all sectors to recruit people with an offending background.

DAMM Environmental is one of the exceptions.

DAMM is one of the leading independent drainage and environmental companies in Scotland. As well as drainage repairs they carry out CCTV pipeline inspections, graffiti/gum removal and high pressure water jetting. They are the only drainage company in Scotland that has their own training facilities. They recently recruited nine New Routes customers on to a four week intensive training programme.

Before being accepted on to the programme the customers went through a thorough selection process with the Wise Group. This started with mentors identifying customers that they felt would be the most suited and were genuinely committed to working in this area of work.

They were then invited to DAMM for an interview. The staff at DAMM were honest with them about the type of work and what was involved in drainage services. This approach meant that all the customers stayed on the programme for the duration.

The four week training programme included all aspects of health and safety as well as the basic skills required for the drainage services industry. The first two weeks was classroom based and then in weeks three and four the trainees went out to live jobs to gain work experience.

DAMM was willing to offer employment to as many of the nine that completed the training as they could and committed to help find employment for all those that successfully completed the course. Four of the customers are now employed by DAMM and two are employed by Clearwater solutions. Two others have moved on to further training and one has had three job interviews to date.

“The boys from New Routes have more than exceeded our expectations, in attitude, behaviour and commitment. Hopefully this is just the start of a working relationship with New Routes and DAMM Environmental.” **Bruce Taylor, Director DAMM Environmental.**

“We are grateful for this opportunity, this has got us all into a working routine and we have thoroughly enjoyed it so far.” **New Routes customers.**



CONTACT US:

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Head of Service (Community Justice)

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We operate from locations across Scotland
and the North of England

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Tel: 0141 303 3131

Web: www.thewisegroup.co.uk

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The Wise Group is working towards Equal Opportunities and
welcomes applications from all sectors of the community.

Reg. No. SCO91095 Charity No. SCO04089 © The Wise Group 2015

**NEW ROUTES KEY PERFORMANCE INDICATORS
1 APRIL 2013 TO 31 MARCH 2015**

Pre-release	The Wise Group	Turning Point Scotland	Apex	Sacro	Circle	YCSA	Project Totals
KPI 1 Count Referrals	1,049	150	196	183	N/A	N/A	1,578
KPI 1 Target 95%	100%	100%	100%	100%	N/A	N/A	100%
KPI 2 Count Starts	937	107	142	135	N/A	N/A	1,321
KPI 2 Target 95%	89%	71%	72%	74%	N/A	N/A	82%
Liberated from Prison	601	142	95	176	59	17	1090
KPI 3 Count Engaged post-release	403	83	54	96	40	13	689
KPI 3 Target 70%	67%	58%	57%	55%	68%	76%	63%
KPI 4 Count Engaged with other services	339	71	42	64	34	8	558
KPI 4 Target 80%	84%	86%	78%	67%	85%	62%	81%
KPI 5 Count Improving Circumstances	248	45	30	23	15	4	365
KPI 5 Target 70%	73%	63%	71%	36%	44%	50%	65%

NEW ROUTES KEY PERFORMANCE INDICATORS MARCH 2015: Prisons

**NEW ROUTES KEY PERFORMANCE INDICATORS
1 APRIL 2013 TO 31 MARCH 2015**

Prison	Partner	Referrals	Starts	Conversion Rate	Liberated	Engaging	Conversion Rate
Addiewell	The Wise Group	196	164	84%	130	81	62%
Barlinnie	The Wise Group	409	371	91%	311	201	65%
Dumfries	TPS	28	24	86%	21	13	62%
Edinburgh	Sacro	128	86	67%	60	33	55%
Glenochil	Sacro	35	32	91%	27	18	67%
Grampian	TPS	88	58	66%	49	31	63%
Greenock	The Wise Group	67	60	90%	50	28	56%
Inverness	TPS	47	38	81%	27	19	70%
Kilmarnock	The Wise Group	112	109	97%	101	78	77%
Perth	Apex	180	124	69%	104	53	51%
Polmont	The Wise Group	288	255	89%	210	134	64%
Totals		1,578	1,321	84%	1090	689	63%

NEW ROUTES KEY PERFORMANCE INDICATORS MARCH 2015: Community Justice Authority Areas

NEW ROUTES KEY PERFORMANCE INDICATORS
1 APRIL 2013 TO 31 MARCH 2015

Local Authority Area	Referrals	Starts	Conversion rate	Liberated	Engaging	Conversion rate
Fife & Forth Valley	148	122	82%	98	53	54%
Glasgow	288	264	92%	230	151	66%
Lanarkshire	222	193	87%	152	89	59%
Lothian & Borders	160	115	72%	89	51	57%
Northern	223	163	73%	126	77	61%
North Strathclyde	128	115	90%	96	68	71%
South West Scotland	245	228	93%	204	145	71%
Tayside	164	121	74%	95	55	58%
Totals	1,578	1,321	84%	1,090	689	63%

- Across the partnership we are experiencing general improvements. KPIs 3, 4 & 5 in particular, have continued to improve which indicates successful work has been carried out by the mentors with those customers who continue to engage post liberation.

NEW ROUTES KEY PERFORMANCE INDICATORS

1 APRIL 2013 TO 31 MARCH 2015

- Points of particular note demonstrate healthy increases in KPIs 3, 4 & 5 from Turning Point, Sacro and YCSA. This is indicative of mentors becoming more familiar and comfortable with the CRM system.
- It is noticeable that, across the Partnership, we have now surpassed the target of 80% for KPI 4 and encouragingly there has also been a marked increase towards target of 70% in KPI 5. This would appear to be as a result of customers sustaining engagement with their mentors which also shows the longer the period of engagement the higher the likelihood of progress being made.
- As we enter Phase two of New Routes, it is clear from the current results for KPI 2 that further work has to be undertaken to increase the quality of customer relationships to ensure continued engagement post liberations.

To: North Strathclyde Community Justice Authority

On: 12th June 2015

Report by: Sharon Stirrat, Director of Operations, Sacro

Heading: SACRO Shine Service - Update

1. Summary

- 1.1 The Reducing Reoffending Change Fund (RRCF) approved the budget for continuation of Shine until March 2017. The funding has increased with an additional 1.5 FTE posts to reflect the work of the Prison Based Champions. A scoping exercise was undertaken by Shine nationally, addressing demand and resources which has resulted in a redistribution of staffing in several areas. The project managers are in discussion with partners and local authorities to ensure all changes are managed effectively. This had a particular impact on Circle in North Strathclyde who had placed 0.5 Shine post into the area. This post has now been allocated elsewhere and the services users transferred to existing mentors. It did not affect the initial allocation of mentors to North Strathclyde

- 1.2 In 2014/15 Shine service nationally was delivered by the core group of twenty four mentors. This was increased to twenty seven FTE with the additional three funded from underspend in 2013. This funding ceased in March 2015. Following a review, the RRCF increased the allocated funding 2015/17 with an additional 1.5 FTE posts to reflect the work of the Prison Champions, providing a total of 25.5 FTE mentors.

Of the 720 referrals received by Shine nationally from 1 April 2014 – 31 March 2015, a total of 41 were from North Strathclyde – thirty five from prison and six from the community (Inverclyde 2; Renfrewshire 3; West Dumbarton 1). This group were provided with a service by the two allocated mentors working in the area, from Wise Group and Turning Point Scotland, as well as the 0.5 Shine post located there by Circle.

(From 01.04.15 – 20.05.15 there have been 8 referrals from prison and 0 from the community) This is clearly an area for further discussion and ongoing development.

- 1.3 A national working group is being established to consider how Shine can best ensure a service is available to women being held on Remand. This has been a particularly difficult group to access given their short time in custody.
- 1.4 A revision of Operational Guidance and Procedures is being undertaken and a group is being established with representatives from all partners. The local authority has agreed to provide a representative from Criminal Justice Social Work Services (a rep has been nominated from North Strathclyde). This will be a very helpful addition in developing this area of practice.
- 1.5 The recently introduced Case Management System (CMS) has been implemented and is operational across all partners. This will provide a range of business reports to meet the RRCF requirements as well as informing reports to CJAs and local authorities. Phase 2 training to provide support for staff is underway and will reflect the learning from the pilot sites
- 1.6 Shine will co-present a workshop with Aberdeen City Council at Social Work Scotland annual conference on 17th June. The conference theme is Human Rights and the workshop will focus on working with women in the criminal justice system to improve their status and reduce harm and risk in the next generation.
- 1.7 Fiona MacKinnon has joined the Shine team as Project Manager with responsibility for the West of Scotland with Yvonne Robson responsible for the East of the country
- 1.8 Fiona Jamieson, Robertson Trust has requested she be supported to visit Shine Projects across Scotland to meet mentors, service users as well as other interested parties. To date one visit has been made to Ayrshire Shine service

2. Recommendations

- 2.1 North Strathclyde Community Justice Authority is asked to note the content of this report

3. Background

- 3.1 The Ipsos MORI Evaluation report of the Shine service has been circulated to stakeholders and public access. The report shows encouraging levels of positive outcomes along with some challenges. An improvement plan is in development to address some of the issues arising from the report, many of which are already being addressed as highlighted above
- 3.2 Further detailed work across the PSPs in relation to sustainability beyond 2016/17 is ongoing at a national level.

4. Implications of the Report

4.1 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 because it is for noting only. 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

Author Fiona MacKinnon, Shine Partnership Manager, Bellsford Mill, 16 Brewery Road, Kilmarnock, KA1 3GHZ, 01563 525815, 07817110200, FMacKinnon@sacro.org.uk

To: North Strathclyde Community Justice Authority

On: 12th June 2015

Report by: Janine Ryan, Action for Children

Heading: BAFC Moving On PSP

1. Summary

- 1.1 Moving On works with young males aged 16 – 21 to support them in their transition from Polmont YOI to the community. As a through care support, mentors engage with the young people in prison, building relationships, assessing need and facilitating successful reintegration whilst working towards achieving a positive destination, whether that be education, training or employment. The service aims to address the factors affecting the offending behaviour and reduce non return to custody. The focus is on providing intensive work; staffing and resources are available without the constraints of a short timescale and positive outcomes are achievable and sustainable.
- 1.2 During the past two years of the RRCF funding, the service has worked with 223 young people. 137 of the service users live within the NSCJA catchment (84 Renfrewshire – 53 Inverclyde).

2. Recommendation

- 2.1. Members are asked to note the content of this report.

3. Background

- 3.1 Moving On staff use a range of approaches to support young men including meeting one-to-one, delivering group programmes, facilitating pro-social activities (e.g. gym, football, cooking), and signposting to relevant community supports.

This support is provided during normal office hours and also during evenings and weekends. The service also provides a 24/7 on-call line to support young men during crisis periods.

Over the past year the following modules/activities have been delivered:

- Changes (cognitive behaviour course challenging behaviour and attitude to offending)
- Risk programme (cognitive behaviour course exploring risky behaviour and consequential thinking)
- Personal and social development programme
- Employability skills (employment focused programmes and surgeries)
- Cook club (healthy eating course)
- Gym (healthy lifestyle/fitness courses)
- MMA (mixed martial arts course)
- Planning and preparation for Yes Chef (chef skills, budgeting, fundraising)
- Healthy Mind/Healthy Body (group work followed by physical activity)
- Your Voice – debating social issues
- Social activities
- Art programmes
- Outdoor education (hillwalking, fishing)
- Dads in Action
- One to one intervention and support (social and health issues – Stage 2 barrier removal)
- Airborne Residential
- Outward Bound residential
- Duke of Edinburgh Award Scheme

3.2 SPS Offender Outcomes

Moving On has contributed to achievement of the following SPS Offender Outcomes:

- Sustained or improved physical and mental well-being including reduced or stabilised substance misuse (72% met)
- Maintained or improved relationships with families, peers and the community (79% met)
- Increased ability to access and sustain community support, for example personal development, financial advice, education, employability, drug and alcohol (88% met)
- Reduction of offending behaviour (74% met)
- Ability to access and sustain suitable accommodation (83% met)

Community Outcomes

Geographic Area	Target engagement post liberation (90%)	Target non-return to custody rate (75%)	Target positive destination (65%)
Inverclyde	94%	98%	77%
Renfrewshire	97%	88%	46%

4. Implications of the Report

4.1 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 because it is for noting only. 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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BAFC Transitional Support for Young Male Offenders - Logic Model

A Public Social Partnership between Action for Children and Barnardo's Scotland with North Strathclyde, South West Scotland and Northern Community Justice Authorities and East Ayrshire, The Highland, Inverclyde and Renfrewshire Councils

Activities What happens in our organisation?	Outputs What are the tangible products of our activities?	Short-Term Outcomes What changes do we expect to occur within the short term? (Up to 1 year)	Intermediate Outcomes What changes do we want to see occur after that? (1-2 years)	Long-term and national impact What changes do we hope to see in Scotland over time? (3 years or more)
Identify referrals which meet the criteria of the service	Young person is motivated to engage with service	Increased engagement in prosocial activities and reduced social isolation	Reduction in offending outcomes	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
Link with young person in prison; begin to develop relationship; assess needs	Young person is motivated to address their behaviour	Increase engagement with other interventions	Improvement in mental, social and physical health	We live our lives safe from crime , disorder and danger
Develop a support plan to address the assessed needs	Young person attends support services and demonstrates routine	Increased employment skills	Improvement in ability to access and sustain community supports	We live longer, healthier lives
Provide activity based programmes targeting	Builds confidence and self esteem	Structured support relating to mental, social and physical health	Improvement in ability to access and sustain suitable accommodation	

<p>physical, social and emotional wellbeing</p> <p>Provide behaviour change groupwork programmes</p> <p>Provide ongoing mentor support throughout the young person's journey through the service</p>	<p>Improved relationships with others</p> <p>Reduced/safer drug or alcohol use</p> <p>Access to safe accommodation</p> <p>90 % Engagement rates post liberation</p> <p>75% Non-return to custody rates</p> <p>65% Positive destination rates</p>	<p>Reduced vulnerability in the community</p> <p>Reduced risky behaviour</p>	<p>Improvement in ability to access and engage with employment, training or education</p> <p>Improvement in ability to form and maintain supportive relationships</p> <p>Increased integration with community</p> <p>Improvements in the attitudes or behaviour which lead to offending and greater acceptance of responsibility in managing behaviour</p>	<p>We have improved the life chances for children, young people and families at risk</p> <p>Our young people are successful learners, confident individuals, effective contributors and responsible citizens</p> <p>We have tackled the significant inequalities in Scottish society</p>
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To: North Strathclyde Community Justice Authority

On: 12th June 2015

Report by: Martin Cawley, CEO Turning Point Scotland

Heading: The Low Moss Public Social Partnership

1. Summary

1.1 The Low Moss Public Social Partnership (PSP) commenced in April 2013. (see background information).

1.2 The PSP is currently funded until March 2017, and is being evaluated throughout its operation. Although still at a relatively early stage, an interim report has been prepared summarising some of the findings to date.

1.3 Overall views of the PSP model and its early implementation and impact are very positive, with a shared view and early evidence to suggest that the PSP is “making a difference” to service users and to throughcare service provision in Low Moss.

1.4 The individual outcomes with the highest proportion of service users suggesting improvement (in each case half, or almost half of service users) are: criminal activity (i.e. a reduction in this); social functioning; living situation; psychological well-being; and engagement. Although a lower proportion than the other outcomes, over a third of service users have also reported improvement in health and substance misuse.

Progress to Date (May 2015)

- **Detailed Service Design and Piloting:** Piloting of the Prisoner Support Pathway is well underway. A detailed Service Design was developed, which coordinates the delivery of services to offenders from third and public sector organisations, supported by dedicated case workers and peer mentoring. The staff teams are in place and most of the required systems, protocols and working practices are now embedded in the organization. Crucially, the PSP team is jointly staffed by third sector staff and prison officers, with third sector

partners allowed significant access deep into the prison to engage and work with individuals – the duty system allows access into halls as late as 8pm. This has led to considerable change in the working relationships and culture of all of those involved. It should be noted that substantial financial support has been provided by the Scottish Government, the Robertson Trust and the Big Lottery Fund to enable the pilot to be carried out over 3 years.

- **Building an Evidence Base:** The PSP continually collects data from service users and monitors outputs to ensure that the PSP is making progress and that there is a significant evidence base in place to drive future sustainability. This has been recently reviewed by external evaluators as part of an interim evaluation. The initial results suggest that the PSP is having a highly positive impact on the lives of those it works with. The PSP has delivered support to a far greater extent than was initially expected during the design phase.
- **Delivering beyond expectations:** As a snapshot, between April 2014 and February 2015, 571 referrals were received of which 206 received a full support package from the PSP and 365 received a brief intervention or duty support. As of 19th March 2015 the service had an active caseload of 198 service users of whom 104 were being supported in the community, 78 being supported within the prison, and 16 were in the process of assessment. 57% of referrals between May 2013 and June 2014 were self-referrals, clearly evidencing the impact the PSP is having on individuals' willingness to seek support.
- **PSP Activities:** During the pilot period to date the PSP supports service users through a large number of different activities which include liaising with other agencies, information about dealing with substance misuse, family support, housing support, outreach, homelessness, recovery plan support, housing liberation support and pre liberation support. These activities are carried out on a personalized basis, providing a positive impact on service users.
- **Quality of Life outcomes:** The PSP also monitors and evaluates individual 'distance travelled' in relation to agreed service outcomes. Outcomes reviews are a joint process involving an individual and their key worker and are carried out at least monthly in prison and as often as possible in the community. Significant improvements have been seen in all quality of life outcomes measured: Criminal Activity, Engagement, Living Situation, Physical Health, Psychological Wellbeing, Social Functioning and Substance Misuse. Social functioning represents the highest improvement rate of all outcomes at 55% and is defined in the PSP outcomes guidance as 'improved capacity to participate and be valued in society (i.e. how a person relates to others)'. This definition includes a person's ability to participate in society via work, training or education and to form positive pro-social relationships.

1.5

<u>1st April 2014–31 March 2015</u>	Total	<u>1st April 2014–31 March 2015</u>	Total
Engaged in Prison	301	Engaged in Community	227
Engaged in Prison from NSCJA	86	Engaged in community from NSCJA	62
East Dunbartonshire	4	East Dunbartonshire	1
West Dunbartonshire	35	West Dunbartonshire	25
Argyll & Bute	1	Argyll & Bute	1
Renfrewshire	44	Renfrewshire	34
Inverclyde	2	Inverclyde	1

1.6 As with the in-prison support, service users in the community (and those who had been liberated previously and returned to custody) stated that they had found the ongoing community support very helpful, including:

- Access to support with both practical and emotional issues (e.g. assisting with appointments and ensuring that they did not feel alone and isolated).
- Not only face to face meetings, but also the provision of regular support by phone (calls or texts), to know their worker was there and to talk through any concerns.
- Support that was independent of family, friends and other service providers.
- The wide range of issues with which support could be provided.
- The approach of the PSP worker.
- Continuity of worker (in prison, through the gate and in the community), as well as their willingness to “stick” with a service user and to “go the extra mile”.

1.7 Service users themselves identified improvements in the following areas:

- Greater stability and confidence.
- Stress reduction / feeling calmer and more settled.
- Improved anger management.
- Improved family relationships (e.g. better communication; more trust; less stress).
- Renewed contact with family members (e.g. access to children, or renewed contact with parents, partners etc.).
- Awareness of, and involvement in more family activities.
- Support to (or alongside) a partner or other family members

1.8 Wider Outcomes

Use of the PSP approach has delivered a number of key benefits to those organisations involved in the PSP and, most importantly, those who have accessed support through the pathway. These have included:

- **A simpler, more innovative service** - The collective knowledge of the PSP partners provided key insight into offender needs and what the local community can provide to help eliminate 'blockers' in the existing service delivery model and to support the move towards more innovative service delivery.
- **Diverse Provider Market** - The PSP has provided a structure and control mechanism, which providers could engage with and freely participate in developing a new service knowing that they had clearly articulated the boundaries of the relationships to ensure provider developed Intellectual Property was not at risk. Through this structured knowledge sharing and partnership working, it has increased the number of viable providers who are delivering beneficial services to Low Moss Prison and the depth and effectiveness to which they are providing it.
- **Positive impact on individuals** - The interim evaluation has shown that evidence of a positive impact on individuals is beginning to emerge. By the summer of 2014 those interviewed by the evaluators were able to provide some qualitative evidence and case study examples of early outcomes in terms of their own service provision. The service users themselves who were interviewed were also clearly able to discuss their own experiences in detail, and to provide their views of the impact of the PSP on them. There was a generally shared view that the PSP is beginning to make a positive difference to individuals' lives and to the means of service delivery across its operational area. Across all individual outcomes, as noted above, data suggests that more service users considered their circumstances to have improved than to have worsened.
- **Iteration through Piloting.** The piloting phase of the Prisoner Support Pathway is allowing a robust period of testing before tendering. This means that the partnership is able to identify and address strategic, operational, and governance challenges in a safe environment, whilst ensuring that the pathway continues to develop to meet increasing demand and to effectively assist each individual to access and benefit from the range of supports they require.

Future ambitions

The PSP pilot is well underway, and work will continue to develop the service and gather evidence that the Prisoner Support Pathway delivers considerable benefits to service users and the partner organisations involved, and as a result has a positive impact on reoffending rates. This evidence will be used to construct a business case for the future sustainability of the PSP once funding for the pilot comes to an end. Therefore, the PSP leadership are now focused on identifying and engaging those stakeholders who benefit from the PSP's work and who may be in a position to fund the ongoing delivery of the pathway.

While it is too early to comment on the impact of the PSP on longer term desistance, there is positive evidence of improved engagement with support services among service users. There is evidence of some personal changes in offending behaviour, and positive personal stories of progress. Of the service users liberated to date, 15% have been returned to custody, although this is likely to rise over time.

2. Recommendations

2.1 Members are asked to note the Report.

3. Background

3.1 The new Low Moss Prison opened in 2012 replacing the older prison accommodation that had previously occupied the site. It has capacity for 700 prisoners, with a population made up primarily of convicted short-term and remand prisoners from the North Strathclyde and Glasgow Community Justice Authority areas (CJAs) but with a significant number of prisoners from across the Central Belt.

Reducing reoffending is a priority both locally and nationally. As a result the Leadership within Low Moss Prison and the CJAs chose to engage with the third sector in a Public Social Partnership (PSP). With the support of Ready for Business through the Scottish Government's 'Developing Markets for Third Sector Providers' programme, the Low Moss Prison Prisoner Support Pathway PSP was developed. This represents an innovative approach to service redesign resulting in a step change in the way reducing reoffending is tackled both in Low Moss and in the community. Following the development of the Low Moss PSP, a further six mentoring PSPs were created through the Reducing Reoffending Change Fund.

4. Implications of the Report

4.1 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 because it is for noting only. 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: 12th June 2015

Report by: Planning Officer

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

1. Summary

- 1.1** The purpose of the report is to present the initial 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 responsibility of the Chief Officer and Planning Officer to manage.
- 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** One activity was due for completion by June 2015;

Activity 12

Engage with CPPs in local authority areas to start dialogue re procedures for transition to the new structure.

This engagement process has begun with a number of national and local events organised.

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.
-

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.

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.

Author Willie Kennedy, Planning Officer, North Strathclyde CJA,
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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 with the next meeting scheduled for 3.6.15. The service is fully staffed as of 29/9/14. A verbal update will be provided at board meeting.
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.
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.

	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		
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. 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		
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		

	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		National event held on 2.4.15 at Verity House. CPP managers invited to APiG updated re 3 rd sector partner involvement. Presentation delivered t East Dun CPP on 21/5/15. Local transition plan developed and distributed.
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		National event held on 2.4.15 at Verity House. CPP managers invited to APiG updated re 3 rd sector partner involvement. Presentation delivered t East Dun CPP on 21/5/15. Local transition plan developed and distributed.
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.	September 2015		No progress to date
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		In development. National Transition resource 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.	August 2015	●	Work progressing at a better pace. Draft Framework should be available for presentation to sponsor by July 2015.
18	Continue to engage with SGCCJ and partners in the progression of the offender agenda.	1	Improved positive outcomes for offenders, their families and communities.	March 2016	●	
19	Positively contribute to the development of the New National Community Justice Strategy through secondment to SGCCJ	1	Improved positive outcomes for offenders, their families and communities.	March 2016	●	Planning Officer in SAH in advisory capacity 2 days per week .

To: North Strathclyde Community Justice Authority

On: 12th June 2015

Report by: Planning Officer

**Heading: North Strathclyde Community Justice Authority
Transition Plan**

1. Summary

- 1.1** The purpose of the report is to present the initial NSCJA Transition Plan (attached Appendix 1) to assist transfer to the new model for Community Justice.
- 1.2** The Plan outlines events and opportunities to transfer information and knowledge to the local Community Planning Partnerships who will have responsibility for Community Justice post March 2017.
- 1.3** The activities will focus on ensuring continuity of on-going work and the transition arrangements to the new model for Community Justice.
- 1.4** CPPs will be well briefed on both local and national community justice matters including;
- National Strategy
 - Funding
 - National Services including MAPPA and PSPs
 - National Outcomes
 - Local services and service profile
 - Workforce Development
 - PSPs

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 Plan if required.
-

3. Background

- 3.1 The Government published its response to its consultation, the “Future Model for Community Justice in Scotland” on 15 December 2014. The main features of the proposals include:
- Community Planning Partnerships (CPPs) are to be central to the new arrangements: the focus will be on delivering community solutions to the issues of reducing re-offending and offender management. There is no requirement on CPPs to establish distinct community justice partnerships. There will therefore be discretion in how these new duties are delivered.
 - The timescales identified mean that CPPs will assume responsibility under the new model from 1 April 2016, with full responsibility being conferred from 1 April 2017. Community Justice Authorities (CJAs) will be formally disestablished on 31 March 2017. It is noted that legislation will be necessary for this to happen.
 - CPPs will have a duty to prepare and publish a local plan to deliver improved outcomes for community justice in their area and to report annually on their assessment as to what has been achieved. The first plan for the shadow year requires to be made available to Scottish Government by January 2016.
- 3.3 Community Justice Authorities have been asked by Scottish Government to support the transition arrangements within local areas.

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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North Strathclyde Community Justice Authority

Community Justice Redesign

Transition Plan



East Dunbartonshire Council



Introduction

Scottish Government is currently implementing the Re-design of Community Justice. The future model will involve the local strategic planning and delivery of services through **Community Planning Partnerships**, accompanied by the formation of a new national body, Community Justice Scotland, which will provide leadership, enhanced opportunities for innovation, learning and development, and assurance on the delivery of improved outcomes. The new model will be underpinned by legislation.

This plan aims to outline a local and national response to assist CPPs in understanding 'Community Justice' and the role they (CPPs) will play in the new model, and in the development of transition plans for 2016-17.

The plan will be an organic document that will be updated through consultation with key stakeholders over the course of the transition into the new model.

	Action	Main Output	Venue	Organiser/ Preparer	Timescales	Progress
1	National CPP Community Justice Event	Information event on managing the transition to new model	COSLA Verity House	Transitions Group	2/4/15	●
2	NSCJA APIG	Local forum to enable 3 rd sector partners to explain to CPP representatives their role in CJ	Glynhill Hotel, Renfrew	NSCJA	22/4/15	●
3	Board report prepared for West Dun CPP board meeting	The purpose of this report is to brief Members on progress of the Community Justice Redesign Project.		J. Hunter Chief Officer NSCJA	7/5/15	●
4	National Resource Pack uploaded on K Hub	To allow CPP personnel access to the National Resource Pack	Knowledge Hub	Prepared by CJA staff. Uploaded by Laura Hoskins	18/5/15	●
5	NSCJA staff deliver presentation to East Dunbartonshire CPP Board	Give information to and address any questions raised. Start dialogue	East Dunbartonshire Council HQ Kirkintilloch	G. McCormack J. Hunter W. Kennedy	21/5/15	●
6	NSCJA staff deliver presentation to Inverclyde CPP Board	Give information to and address any questions raised. Start dialogue	TBC	J. Hunter W. Kennedy	15/6/15	●
7	NSCJA staff deliver presentation to East Renfrewshire CPP Board	Give information to and address any questions raised. Start dialogue	TBC	J. Hunter W. Kennedy	TBC	●
8	NSCJA staff deliver presentation to Renfrewshire CPP Board	Give information to and address any questions raised. Start dialogue	TBC	J. Hunter W. Kennedy	TBC	●
9	NSCJA Board	Normal CJA business and Briefing on CJ Bill	Renfrewshire House Council Chambers	NSCJA A.A Stuart Operational Unit Community Justice Division	12/6/15	●
10	Turnaround Residential Unit Open Day	Invite CPP representatives' to open day to familiarise with service.	Glenniffer Braes Paisley	Turning Point Scotland NSCJA	19/6/15	●

	Action	Main Output	Venue	Organiser/ Preparer	Timescales	Progress
11	NSCJA APIG	Good Practice/ What works presentation.	Glynhill Hotel Renfrew	NSCJA Catherine Bissett JAS	23/6/15	●
12	CPP National Conference	Through Workshop input at event continue knowledge transfer to CP partners. Local briefing on MAPPA	Strathclyde University	CPPs	26/6/15	●
13	NSCJA APIG		Glynhill Hotel Renfrew	NSCJA	21/10/15	●
14	National Event	Second national event following 2 nd April event.	TBC	Transitions Group	September 2015	●
15	Visit to HMP Low Moss PSP	To familiarise CPP partners on the throughcare service provided by the exemplar PSP.	HMP Low Moss	SPS; PSP staff; NSCJA	TBC	●
16	Produce LA level offender profiles and strategic assessments	Allow CPP partners to compile strategic plan for shadow year.	NSCJA	W. Kennedy	September 2015	●
17						