

To: North Strathclyde Community Justice Authority

On: 9th September 2016

Report by: Chief Officer

**Heading: North Strathclyde Community Justice Authority
Annual Report 2015/16**

1. Summary

1.1 The Management of Offenders Act states that CJA Annual Reports should be submitted “as soon as practical after the end of each financial year”. The Scottish Government has set a deadline of 30th September for submission of Annual Reports for 2015/16.

1.2 The format for the 2015/16 report has 7 main sections

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

2. Recommendations

2.1 The Authority is asked to:

- (a) Note the content of this report.
 - (b) Approve the attached Annual Report
-

3. Background

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

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

Implications of the Report

Equality & Human Rights

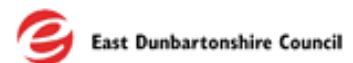
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.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

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North Strathclyde

Community Justice Authority

Annual Report 2015/2016



Strengthening Community Justice Together

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Our Vision

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



Foreword



As Convener of North Strathclyde Community Justice Authority (NSCJA), I am pleased to present our ninth annual report. Which will be our last full annual report.

This report covers the period April 2015 to March 2016 and details the progress and achievements we have made during the last year towards the goals set in our 2014/17 Area Plan.

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

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

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

Councillor Tommy Williams
Convener
North Strathclyde Community Justice Authority

9152

the number of charges proved in court across NSCJA 14/15

1.09%

reduction on previous year ¹

28%

1 year reconviction rate in

NSCJA a reduction of 2.7% ²

0.45

The number of reconvictions per offender in NSCJA (frequency rate)

a reduction of 0.06 ³

46.7%

Those convicted within 1 year of being released from a custodial

sentence in NSCJA ⁴

25.4%

those convicted within 1 year of completing a community sentence

in NSCJA ⁵

¹ Criminal proceedings in Scottish Courts 2014/15 published February 2016

^{2 -5} Reconviction Rates in Scotland: 2013-14 Offender Cohorts published May 2016

Introduction

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

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

North Strathclyde CJA

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

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

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

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

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

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

- Community Planning Partnerships
- Alcohol and Drug Partnerships
- Local Authority Justice Partnerships
- Public Protection Partnerships
- National Violence against Women Network

NSCJA is also represented at the:

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

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

How we add Value

Joint National Aims and National Action Plan

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

CJAs Working Together

The Convenors and Chief Officers of all eight CJAs work closely together to improve and influence community justice across Scotland. We have regular meetings with a range of national bodies including the:

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

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

During 2015-16, CJAs proactively submitted joint comments on a number of Government Consultations on justice related matters including changing the presumption against short sentences.

Reducing Reoffending Programme 2

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

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

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

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

During 2015/16 some of the workstreams concluded their work as more attention was focused on the new transition workstreams. In September 2015 and December 2015 we participated in two national events aimed at assisting Community Planning Partnerships with their new duties.

Community Payback Orders

*During 2014/17 we said that :
We will continue to support the increased, appropriate use of all forms of community sentences and alternatives to custody. We will progress any appropriate actions arising from the current review of Community Payback Orders and the unit cost of CPO's, and review the delivery of Drug Treatment and Testing Orders across the NSCJA area.
(Appendix 1 Action 6)*

There has been an increase in CPO activity across NSCJA of 1.39% (22 orders) on the previous year . This has largely been driven by the number of service users on an unpaid work or other activity and/or supervision requirement. 84% male and 16% female were given a CPO during this reporting period. The average length for a CPO in NSCJA was 132 hours.

During 2014/15 (latest publication of statistics released March 2016) there was a successful completion rate of 72%; whilst 16% were revoked due to a breach .

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

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

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

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

- Manufacture and installation of wooden sculptures, clearing of unused oily tunnel area in preparation for the installation of a Hydroponic Grow System to support the education of school children and groups within Inverclyde. In addition, the installations of drainage system, walk way, and raised gardens all within the Parklea Branching Out Project (Port Glasgow).
- Initiatives in East Renfrewshire have included developing a garden tidy up scheme for elderly residents and focusing on assisting environmental services in handling complaints from the community on fly tipping.
- In East Dunbartonshire as in other areas the service continues to assist individual/ families in need. These projects do not generally attract publicity but are nonetheless of great the value to individuals/families concerned and do generate a level of goodwill within the immediate environment or neighbourhood
- Acting on public generated referrals along with referrals from services such as Inverclyde Carers Centre and Health and Social Care Partnership to carry out basic maintenance work to support vulnerable Inverclyde residents in their homes.

A number of service users have continued to undertake voluntary work locally after they completed their order and some have remained as volunteers at personal placements.

Reconviction Rates

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

<http://www.gov.scot/Topics/Statistics/Browse/Crime-Justice/Datasets/ReconvictOffendDatasets/reconbyoffend1314>

The one year reconviction rate, in Scotland, for the 2013-14 cohort (reported May 2016) is 0.6 percentage points lower than that of the previous year (28.3% compared to 28.6% for 2012-13).

The current 1 year reconviction rate for the NSCJA area is 28%, 0.3 percentage points lower than the national figure. This indicates a 2.7% decrease on the 2012-13 (reported 2015) cohort. The reduction of 2.7% is against the downward trend of the National figure of 0.6%. The current rates for each local authority area are:

Argyll & Bute	25.6%	down 4.1% on previous year
East & West Dunbartonshire	29.9%	down 2.8% on previous year
East Renfrewshire & Renfrewshire	26.7%	down 2.3% on previous year
Inverclyde	29%	down 3% on previous year

Over the past ten years, since North Strathclyde Community Justice Authority came into operation, there has been a steady reduction in the one year reconviction rate. In 2009, the first cohort of offenders who would have been directly influenced by the effective work carried out by NSCJA and partners, the one year reconviction rate was 32.7%, whereas in 2016 it is 28%; an overall reduction of 4.7 percentage points. This positive sustained progress can be attributed to the success of the joint partnership working both within and across sectors and local authority boundaries in the North Strathclyde Community Justice Authority area. Since the introduction of CPOs the reconviction rate for those serving a community sentence has reduced by 8.2% (33.6% 2009/10 to 25.4 % 2013-14)

Our Progress

Public Social Partnerships (PSPs)

One of our actions for 2014/17 was to:

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

Our 2015/16 Action plan stated we would:

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

(Appendix 1 Activity 5)

Actively support the Joint national PSP group in promoting the PSP model

(Appendix 1 Activity 6)

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

The Reducing Reoffending Change Fund PSPs are:-

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

Throughout 2015/16 we worked with the lead organisations to prepare a joint report which we submitted to the Scottish Government to help them make a decision on sustainable funding for these valuable services.

New Routes PSP

The New Routes PSP provides mentoring support to male prisoners up to 30 years of age across the adult male prison population. Like the other PSPs the mentors are recruited from a range of third sector organisations to ensure the full range of skills and experience is available to provide the right support post release. The lead organisation in this PSP is the Wise Group who have extensive experience of working with this client group. In the period April 2013 - May 2016 the PSP received 165 referrals from NSCJA prisoners of which 120 engaged with the service.

An independent evaluation was undertaken by Hall Aitken Associates and was completed in December 2015. Amongst the many positive findings the evaluation concluded that the programme continued its strong overall performance with high levels of motivation to change. And there is emerging evidence of some medium-term outcomes from the Logic Model relating to transforming behaviours and increasing capacity. For example, 37% of those exiting the service had achieved the outcome of reintegration into the community. And a third of those who have made a planned exit from the service have increased their employment skills.

Applying prudent levels of attribution and within clearly laid out parameters we forecast economic, social and fiscal benefits £13 million from a programme investment of £2.9 million (a ratio of around 4:1).

HMP Low Moss PSP

During 2015/16 we said that we would:

*Continue to actively participate in both the HMP Low Moss PSP Governance and Operational Groups.
(Appendix 1 Activity 4)*

*Continue to actively participate in the Reducing Reoffending Change Fund PSPs' governance and operational groups, to deliver and sustain mentoring services to offenders in the NSCJA area.
(Appendix 1 Activity 5)*

*Continue to actively support the Joint national PSP group in promoting the PSP model
(Appendix 1 Activity 6)*

The Low Moss exemplar PSP provides Throughcare support to prisoners mainly from the North Strathclyde, Glasgow and Falkirk areas. The support team includes multiple third sector organisations plus prison officers on a secondment and is led by one of our partners Turning Point Scotland. All short term prisoners are offered an initial meeting with a member of the team who will prepare a brief assessment of the support the team can provide post liberation. As with most of the Reducing Reoffending Change Fund PSPs, help with housing and benefits are the most common areas of support requested. Reid Howie Associates completed an independent evaluation of this PSP which showed only 17% of service users returned.

The evidence gathered concluded that the PSP has helped to improve service provision to those who serve short-term sentences in HMP Low Moss and has helped to improve many aspects of individual service users' lives. The evaluation also found evidence of progress towards longer term outcomes of reducing reoffending and re-imprisonment, and reintegration.

The evaluation identified examples of positive progress towards desistance, as well as evidence to suggest that PSPs had already contributed to reducing reoffending. 51% of service users reported an improvement against the outcome 'criminal behaviour' and almost all of those in the community believed that having a PSP worker had reduced their risk of reoffending.

724 the daily average number of adult men from NSCJA in prison in 2015/16.

1.4% more than in 2014/15

Shine PSP

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

An independent evaluation of Shine by IPSOS / MORI during 2015 showed that 65% of women reported progress on at least 3 outcomes. During 2015-16 the Shine service received 756 referrals against a target of 120 nationally/

***There has been an average of 33 Women in custody from NSCJA area during 2015/16.
A 10.8% reduction on the previous year.***

Barnardos Action for Children (BAFC) PSP

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

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

Area	Target Engagement (90%)	Target non return to prison (75%)	Target Positive Destination (65%)
Renfrewshire	96%	83%	55%
Inverclyde	91%	94%	55%

44 the daily average number of young men from NSCJA in prison in 2015/16.

23% less than the previous year

13% of young people engaging with the PSP were reconvicted within 1 year compared to a national average of 47% for the same population

Joint NSCJA/ Health Initiatives

In our 2015/16 Action Plan we stated that we wanted to:

*Progress work with NHS GG&C, GCJA and appropriate partners, based on a 'Whole Family Approach' to address health improvement of offenders and their families.
(Appendix 1 Activity 17)*

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

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

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

The Chief Officer attends and contributes to the:

- National Prison Health Network.

The Planning Officer attended and contributed to the:

- NHSGG&C 'Offending and Prisons Health Improvement Group'.
- The Supporting Offenders with Learning Disabilities Network.

Through attendance at the Supporting Offenders with Learning Disabilities (SOLD) network and chairing the NSCJA Literacies steering group, NSCJA have contributed to ensuring that people with a learning disability are not disadvantaged when in contact with the justice system. We are confident that we have succeeded in progressing this area

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

The framework sponsored by the NPHN, 'Reducing Reoffending, Reducing Inequalities: Promoting 'Better Health Better Lives' through Community Justice' has went through a number of iterations and been developed through a series of meetings within the core writing team and with relevant partners, who have contributed and edited. The document is finally nearing completion.

Turnaround Service

During 2015/16 we said that we would:

*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.)
(Appendix 1 Activity 7)*

Both the residential and community based services continue to thrive during 2015-16 and we are in no doubt that they are now established core services across NSCJA and SWSCJA. The rates of personal improvement as measured on a scaling matrix 1-6 personal outcome areas are impressive⁶.

Residential Outcomes

Turnaround Residential Unit—Service user quality of life outcomes from 01/01/2016—31/03/2016							
		Criminal Activity	Substance Misuse	Psychological wellbeing	Physical Health	Social Function	Living Situation
Average latest	4.15	4.36	4.12	3.92	4.28	3.96	4.24
Average first	2.31	2.36	1.76	2.12	2.60	2.12	2.88
Average overall difference	1.84	2.00	2.36	1.8	1.68	1.84	1.36

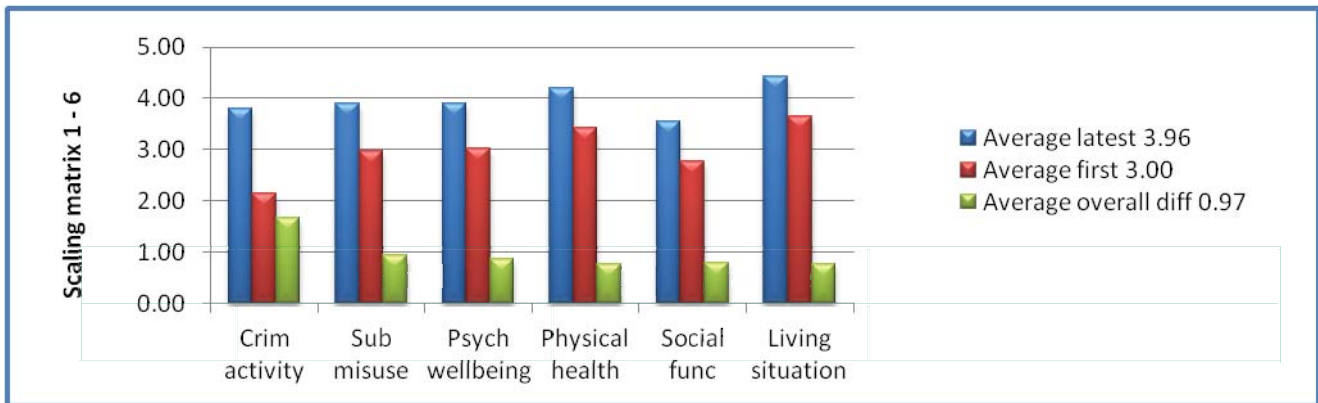
The residential unit occupancy rate averaged 95.6% during 2015/16 and in the final quarter the service received 23 new referrals from a wide range of community services.

Referral sources:

- CJSW Dumfries x 1
- Turnaround N. Ayrshire x 1
- Turnaround West Dumbarton x 1
- Renfrewshire Drug Service x 1
- CJWS – W Dunbartonshire x 1
- CJWS – E Ayrshire x 2
- RCA Trust x 5
- CJSW – S Ayrshire x 1
- CJSW Renfrewshire x 1
- CJSW N Ayrshire x 2
- Cathcart Centre Inverclyde x 1
- CJWS E Dunbartonshire x 2
- Clydebank Community Addiction Team x 1
- DTTO East & West Dunbartonshire/ Argyle & Bute x 1
- DTTO Paisley x 1
- Renfrewshire Drug Service x 1

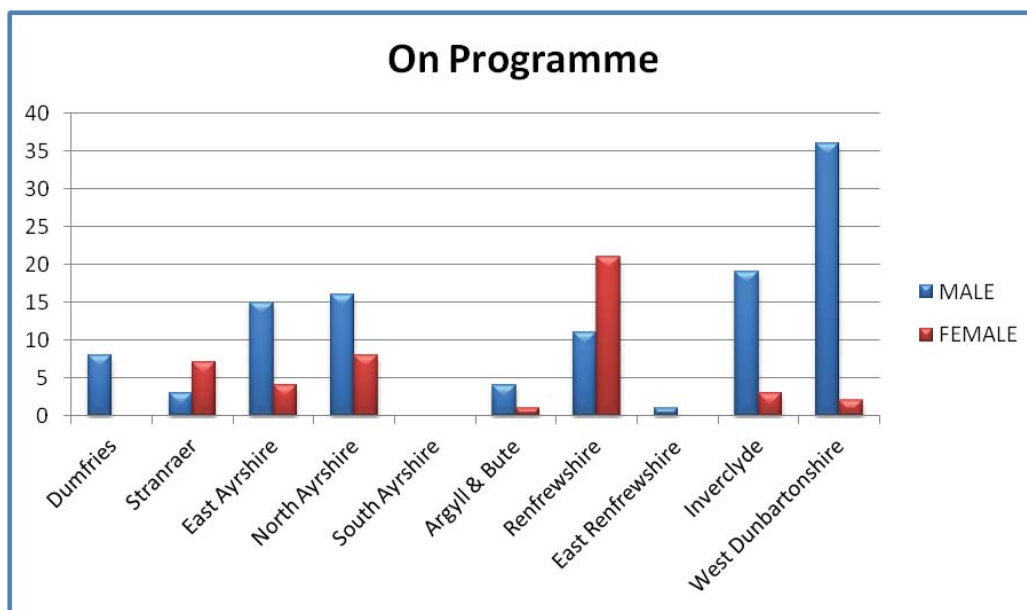
⁶ The matrix is an assessment tool developed by Turnaround to measure progress of people who are engaged in the Echo programme which addresses a range of addiction, health and personal issues. The tool requires the subject to score themselves on a scale of 1-6 prior to starting, mid and at the end of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

Turnaround Community 2015-16 Final Quarter



The community service delivered the change programme to 165 service users during the final quarter (119 male / 46 female). All NSCJA areas had service users on the programme during this period as can be seen below.

JAN - MAR 2016: 165 On Programme (119 Male / 46 Female)



Women Who Offend

During 2014/17 we said that we would:

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

(Appendix 1 Action 4)

Our 2015/16 Action plan stated we would:

Support the sustainability of the enhanced women's services in Renfrewshire; Inverclyde and West Dunbartonshire.

(Appendix 1 Activity 1)

Request and receive quarterly update reports for CJA Board from Renfrewshire; Inverclyde and West Dunbartonshire enhanced women's services.

(Appendix 1 Activity 2)

Continue to work with the Scottish Prison Service and other partners in the ongoing development of a throughcare model for women offenders.

(Appendix 1 Activity 3)

During 2015/16 we continued to fund and support the specialist services for women in Renfrewshire, Inverclyde and West Dunbartonshire and we also worked with the Shine PSP to further provide support to women at risk of breaching community orders in these same areas.

However, in a significant development in partnership with these three Local Authority areas and SACRO, we have established a Bail support and supervision service for women appearing at Paisley, Greenock and Dumbarton Sheriff Courts. In December 2015, NSCJA Board approved the allocation of a £107,563 grant to SACRO to deliver this new service. A steering group and an operational group have been set up to oversee the service and snag out problems as they arise.

Prior to the there community services, the Shine service and now the Bail service, NSCJA had the lowest daily women prison population of all the CJA areas in Scotland. At that point the figure averaged at 35—45 over a few years, since these service have began to make an impact the average daily womens prison population for NSCJA has halved which has been a great outcome for a very modest investment in community services.

Communication

The following list provides a flavour of the range of events and workshops the CJA has participated in during 2015/16 which has not been captured elsewhere in this report.

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

NSCJA Website

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

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

There was a total of 8,939 page views to our website during 2015/16 from 3,257 users.

Managing Resources

Allocating funding to Local Authorities

In 2015/16 NSCJA allocated £10 million of Section 27 grant to the Criminal Justice Social Work Services across our six Local Authorities. This was slightly less than amount allocated the previous year. Details of the £10 million allocation is presented in [Appendix 3](#). In addition, we allocated the following grant to fund community services for women:

SACRO	£108,000
Renfrewshire Council	£30,000
West Dumbarton Council	£30,000

Monitoring Local Authority Grant Expenditure

NSCJA facilitates regular finance monitoring meetings with all six Local Authorities to monitor grant expenditure. As part of the 'Conditions of Grant' agreements, each Local Authority submits a financial declaration report outlining any projected overspend/ underspend on the allocated grant; any rectifying actions they have taken and associated financial risks identified. Using these reports, the projected expenditure by Local Authorities to the end of each financial year is monitored, with adjustments made where possible, to fully utilise the grant we receive. In 2015/16 there was a small overspend across NSCJA.

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

Conditions of Grant for Local Authorities

In 2009/10 NSCJA were the first CJA to introduce a 'Conditions of Grant' agreement with the six Local Authorities. The agreements are signed by the CSWOs giving assurance that the allocated grant will be used appropriately and the outlined conditions will be met. These conditions, for example, set out how the grant can be used and requires the authorities to provide NSCJA with an Annual Report outlining the range of services provided by the grant. The Local Authority Criminal Justice Social Work Annual Reports are considered at our September Board meetings. Copies of the reports are posted on our website www.nscja.co.uk.

Running Costs

NSCJA received an administration grant of £224,909 in 2015/16 from the Scottish Government to cover running costs for the CJA. This funding covered the salaries of the 3 full time staff, a small remuneration for the Deputy Convener and property costs.

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

Our annual accounts for 2015-16 will be published on our website once laid before the Scottish Parliament in December 2017. The 2014/15 income and expenditure account and balance sheet is shown at [Appendix 4](#) to this report

Training and Development

During 2015/16 we committed to:

*Co-ordinate and facilitate multi-agency learning and development in line with National Plans
(Appendix 1 Activity 16)*

During 2015/16 the main focus of our training and development operations were to contribute to the ongoing transition process from the CJA structure to the new arrangements under Community Planning Partnerships. In doing this we sought to maximise the sustainability of professional training through the process and to maintain effective delivery of national programmes for staff across the NSCJA area.

In particular, we were involved in co-ordinating and facilitating multi-agency learning and development in line with national plans, and continuing workforce training.

Training, learning and development is an important investment that contributes to the assurance of quality in community justice services and supports employee effectiveness in contributing to the CJA's planned outcomes. Led by our Training and Development Officer (T&DO), delivery of a range of training and development services involved staff from across the North Strathclyde area that work in the key agencies - predominantly social work, but also police, the prison service, the health service and our voluntary sector partners. This included:

National co-ordination and networking

The T&DO continued to represent NSCJA at a national level on the T&DO group, with Scottish Government and the RMA, and on the RM2000/SA07 Training Co-ordinating Group. The focus of much of the discussions at national level has been on building momentum and ensuring sustainability for effective learning and development functions through the transition to the new national body, Community Justice, Scotland, and the arrangements that will replace the CJAs at the end of 2016/17.

National training programmes

We continued to deliver the core national schedule of accredited programmes and risk assessments. These include LS/CMI, RM 2000/SA07, SARA, Caledonian, Moving Forward: Making Changes and Foundation Groupwork Skills. We remained on schedule to deliver sufficient courses to meet the needs of new staff across the CJA area, with relatively short waiting times and no outstanding waiting lists. In relation to Foundation Groupwork Skills training, there was significant increased demand during 2015/16 in support of Moving Forward: Making Changes and Caledonian Programme as well as a number of initiatives for women who offend. The Groupwork training, which is coordinated by the T&DO for North Strathclyde, has now been adopted as a prerequisite for facilitation of the nationally accredited programmes. We managed to respond effectively to the increased level of demand by arranging additional courses. During 2015/16, 57 staff successfully completed the training.

Multi-agency public protection arrangements (MAPPA)

Training and development to support the MAPPA arrangements continued during 2015/16. The emphasis shifted this year to support the extension of MAPPA to include high risk violent offenders, working through the Strategic Oversight Group (SOG) and the MAPPA Operational Group (MOG). In preparation for the MAPPA extension, The Risk Management Authority's (RMA) both piloted and delivered a national roll out of Risk Practice training sessions. This was designed to meet an identified need for more in depth analysis of risk and involves an emphasis on "risk of serious harm." An intensive programme of training was delivered across the country between August 2015 and May 2016. Coordination was supported by CJA training staff working in partnership with the RMA and all identified priority staff in North Strathclyde undertook the training. Ongoing delivery of Risk Practice for the future is currently under negotiation.

Women offenders

The T&DO continued to work on meeting the professional development needs of CJ social work staff working with women. This included investment in a “Trauma” package for use in groupwork and interventions for vulnerable women.

Report Writing

The T&DO piloted a revised training course in Criminal Justice Social Work Report Writing. This is a key activity that drives efficiency and effectiveness in community justice and court services and the course now forms part of the portfolio of training and development resources available when demand is evident.

Support for SVQ processes

We have responded effectively to meet an increasing level of demand for support to staff undertaking Scottish Vocational Qualifications (SVQs). Following the initial delivery of this in the Renfrewshire area, this has now expanded across other constituent areas of the CJA. Inverclyde achieved accreditation status for its assessment centre during 2015/16, and Argyll and Bute worked towards this status during the year, (subsequently achieving SQA approval to deliver during the early part of 2016/17). During 2015/16 six candidates across the CJA have successfully achieved the award.

Our T&DO was invited onto a review group for the SVQ Level 3 (Community Justice – Working with Offending Behaviour). The review was undertaken by Skills for Justice in partnership with SQA, the awarding body in Scotland. It looked at the structure and content of the award itself, considering whether it should continue to be available or whether staff should instead pursue more generic courses such as Health and Social Care or Childcare awards. The review issued a national survey to stakeholders, which resulted in significant support for continuation of a specific community justice award. The review group therefore carried out a review of the structure and content of the award to ensure its ongoing fitness for purpose going forward. The revised award is being introduced during 2016.

Unpaid work

During 2015/16, Social Work Scotland’s “Unpaid Work” sub-group sought representation for an exercise to look at options for raising standards in practice amongst the para-professional staff involved in this area. A training and development sub-group was formed with NSCJA’s T&DO involved, to consider options and design training to meet identified learning needs for unpaid work officers and supervisors. The sub-group recommended to SWS that the SVQ Level 3 (Community Justice) be adopted nationally for these staff to bring their development into line with standards across other area of community justice work.

Area Plan Implementation Group (APIG)

The T&DO continued to provide development support to the APIG as it worked with the various Community Planning Partnerships in preparation for the transition to the new structural arrangements for community justice.

Social work students

For a further year, the T&DO in partnership with the Coordinator for Women’s Services in Renfrewshire provided input to students on their third year of the Social Work degree course at the University of the West of Scotland.

Domestic Violence

During 2015/16 Renfrewshire Council introduced a new intervention on working with domestic violence, entitled Up2you. This is a programme which may be used in supervision and one to one interventions with men or women who offend. The NSCJA T&DO offered support for the introduction and training, and there has been considerable interest from other areas across the country.

Area Plan 2014/17

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

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

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

The second year's action plan for the period 2015/16 was aimed at building on previous years achievements and addressing further areas for improvement during this period. The Action Plan took a different format from previous years. It outlined 12 Actions that NSCJA will do as a partnership over the lifetime of the Area Plan. It then outlined the Activities that would be carried out during 2015/16, that would contribute to achieving these actions.

A key focus for this and our final action plan will be the transition from the present structure towards the new model for community justice post 31st March 2017, which will see Community Justice Authorities disestablished.

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

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

95% Activities achieved within timescale during 2015/16

Of the 19 Activities identified in the 2015/2016 action plan, 18 have been achieved within timescale. (Appendix 1)

Of the 1 Activity that has not been achieved during this period, this will be ongoing over the next year. Delays in National Initiatives contributed to the inability of NSCJA and partners in achieving this activity.



Our Future Focus



During NSCJA's final few months we will continue to focus on our core work that we have set out in our Area Plan 2014/17 and Action Plan. Amongst other initiatives this will involve continuing to support the Justice PSPs achieve success and find sustainable funding.

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

Finally, we will be making all necessary arrangements to close down NSCJA as a functioning organisation and dispose of our minor assets in as helpful a way to our partners as possible.

Equalities

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

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

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

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

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

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

Board meetings and decision making

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

The Area Plan and performance

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

Publications, events and communication

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

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

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

National activity

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

We are committed along with these partners to:

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

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

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









Appendices

Appendix 1

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

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

Progress Against 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
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	
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	
3	Continue to work with the Scottish Prison Service and other partners in the ongoing development of a throughcare model for women offenders.	1; 4 & 7	Appropriate services are put in place. SPS timescales are met.	March 2016	
4	Actively participate in both the HMP Low Moss PSP Governance and Operational Groups.	1;4; 7 & 8	Engaging prisoners are supported after liberation. All aspects of short term prisoner needs are met on liberation and all relevant agencies are engaging with PSP team.	March 2016	
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 2015	
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	
8	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
9	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	●
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	●
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	●
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	●
13	Ensure Community Planning Partnerships and associated partners are invited to all stakeholder events.	1;2;311	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	March 2016	●
14	Through agreement with partners, develop and implement a CJA disestablishment plan.	1; 3 & 11	All NSCJA assets; SLAs and contracts and steering groups will be managed appropriately.	March 2016	●
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	●
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	●
17	Progress work with NHS GG&C, GCJA and appropriate partners, based on a 'Whole Family Approach' to address health improvement of offenders and their families.	1 & 9	Improved positive health outcomes for offenders and their families, in particular children.	March 2016	●

	Activities 2015-16	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress
18	Continue to engage with SGCJD and partners in the progression of the offender agenda.	1	Improved positive outcomes for offenders, their families and communities.	March 2016	●
19	Positively contribute to the development of the New National Community Justice Strategy through secondment to SGCJD	1	Improved positive outcomes for offenders, their families and communities.	March 2016	●

Joint National Action Plan 2014/17

Joint National Strategic Aims

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

Action Point	Action 2014/17	Aims	Progress 2015/16
Community Justice Leadership			
1.1	Ensure effective leadership for the Community Justice Sector	1,2,3	Regular leadership meetings have been held between <ul style="list-style-type: none">CJA Chief Officers and SWSCJA Chief Officers, CJA Conveners and Scottish GovernmentCJA Chief Officers, CJA Conveners and CoSLA
1.2	Improve how we as leaders meet and work together, practically		CJAs have contributed to new strategic leadership groups <ul style="list-style-type: none">Justice Leaders NetworkRRP2 Board and WorkstreamsAdvisory Group on PreventionScottish Working Group on Women Offenders (SWGWO)
Engage with the appropriate people			
2.1	More effective involvement in Community Panning partnership across the Community Justice Sector	1	CJAs have improved engagement with CPPs and are meeting together. A new Community Empowerment Bill is currently being considered by the Parliament.
2.3	Ensure appropriate levels of engagement across the Community Justice Sector		CJAs are represented on all national workstreams that are delivering change across the sector.
2.4	Consider whether CJAs or our successors should be able to commission services directly		Following national consultation, SGCJD decided to replace CJAs with a mixture of local and national commissioning arrangements. CJAs provided a written response to assist the debate on the Bill.
Community Justice Outcomes			
3.1	Establish a clear definition of the outcomes required and agree these with partners	1, 2, 3, 4	CJAs worked with all Justice PSPs and other partners to develop an agreed set of outcomes. CJAs developed new Area Plans for 2014/17 which are outcome based.
3.2	Focus on outcomes when allocating resources and planning services		CJAs have provided secondees to assist with National outcomes and Strategy development. We have participated in the RRP2 Performance Group to develop a Performance Logic Model which will identify outcomes for community justice services in advance of the CPPs taking on their new duties.
Performance Indicators (Performance Management)			
4.1	Develop one 'fit for purpose' performance framework	4	CJAs have established an interim National Performance Framework.
4.2	Use framework to demonstrate how efficiently Community Justice works		
National Mentoring			
5.1	Establish an effective mentoring intervention for short term prisoners across the Scottish Prison Service(SPS) estate and within the community.	1, 4	CJAs have played a key role in the development of the national and regional mentoring services provided by the Justice PSPs including the BAFC PSP which mentors young offenders. During 2013/14 our local authority partners and others from the third sector have established a network of community based support services for women who offend. Also the use of CPO has continued to increase across Scotland. We have engaged with partners to review the position of women in the justice system with a view to improving community and custodial service. In 2014-15 and also in 2015-16 we allocated a share of £1.5 million to develop community support for women. This funding was transferred from SPS.
5.2	Establish an effective mentoring intervention for those in the community, including young people		
5.3	Develop existing and new services to prevent people from going in to custody		
Align Change Fund to improve effectiveness			
6.1	Work with all partners to ensure smooth transition to new structures.	4	CJAs have jointly established a multi-partner CPP Transitions Group to resolve issues and promote partnership working.
Supported Bail and Diversion			
7.1	Develop existing and new services which will prevent offenders coming into the justice system or going into prison	4	We have worked with our local authorities and the Scottish Government to prepare for the national roll out of Fiscal Work Orders.
7.2	Ensure a consistency of approach across Scotland		

Appendix 3

NSCJA 2015/16 Allocation

Service	2015/16 Allocation	Renfrewshire 2015/16	Inverclyde 2015/16	East Renfrewshire 2015/16	Argyll Bute & Duns Partnership 2015/16	TOTAL 2015/16
<u>Core</u>						
Community Payback Order	£3,360,751	£1,128,494	£469,880	£227,131	£1,535,246	£3,360,751
Criminal Justice Social Work Report	£1,370,627	£373,050	£268,546	£87,711	£641,319	£1,370,627
Throughcare	£969,678	£401,662	£130,164	£66,932	£370,920	£969,678
Home Detention Curfew	£34,346	£10,666	£6,364	£1,742	£15,573	£34,346
Diversion	£87,867	£44,704	£8,221	£3,083	£31,858	£87,867
Bail	£194,056	£146,377	£33,412	£0	£14,266	£194,056
Court Services	£336,449	£126,699	£162,630	£0	£47,120	£336,449
DTTO	£627,228	£156,807	£114,737	£11,474	£344,210	£627,228
Total Core Services	£6,981,002	£2,388,460	£1,193,955	£398,073	£3,000,514	£6,981,002
<u>Non Core</u>						
Centrally Initiated Funding						
Arrest Referral	£49,200	£34,440	£14,760			£49,200
Constructs	£588,858	£177,774	£209,076		£202,008	£588,858
CSOGP	£246,797	£246,797				£246,797
Delivery of the National Training Programme	£60,000	£60,000				£60,000
Fiscal Work Order	£62,500	£21,300	£10,752	£3,585	£26,863	£62,500
MAPPA	£134,227		£134,227			£134,227
Turnaround Project	£1,100,000					£1,100,000
Total Centrally Initiated Funding	£2,241,582	£1,100,000				
Non-Centrally Initiated Funding						
	£777,910	£346,155	£117,394	£75,023	£239,338	£777,910
Total Non Core	£3,019,492	£1,986,466	£486,209	£78,608	£468,209	£3,019,492
Overall Total	£10,000,494	£4,374,926	£1,680,164	£476,680	£3,468,723	£10,000,494

Annual Accounts 2014/15

Income and Expenditure Account for the Year ended 31 March 2015

This statement shows the accounting cost of providing services and managing the Authority during the year. It includes, on an accruals basis, all of the Authority's day-to-day expenses and related income. It also includes transactions measuring the value of non-current assets actually consumed during the year. The statement shows the accounting cost in accordance with generally accepted accounting practices, rather than the cost according to statutory regulations that specify the net expenditure that local authorities need to take into account.

2013/14	Expenditure	2014/15
£		£
175,998	Employee Costs	174,242
20,166	Property Costs	19,554
484	Supplies and Services	653
8,806	Administrative Costs	7,841
26,730	Payments to Other Bodies	26,775
10,233,297	Section 27 Payments	10,117,963
35,500	Other Payments	188,267
10,500,981	Cost of Services	10,535,295
	Income	
(10,233,297)	Grant from Scottish Government – Section 27	(10,117,963)
(35,500)	Other Grants from Scottish Government	(188,267)
(220,477)	Administration Grant from Scottish Government	(215,594)
2,362	Financing & Investment Income & Expenditure	4,529
14,069	(Surplus) or deficit on the provision of services	18,000
17,000	Actuarial (Gains) or losses on pension assets and liabilities	115,000
17,000	Other Comprehensive Income and Expenditure	115,000
31,069	Total Comprehensive Income and Expenditure	133,000

Glossary

ADP	Alcohol and Drug Partnership
APIG	Area Plan Implementation Group
BAFC	Barnardos Action for Children
CAPI	Children Affected by Parental Imprisonment
CBT	Cognitive Behaviour Therapy
CEO	Chief Executive Officer
CJA	Community Justice Authority
CJSW	Criminal Justice Social Work
CoSLA	Convention of Scottish Local Authorities
CPO	Community Payback Order
CPP	Community Planning Partnership
DTTO	Drug Treatment and Testing Order
FWO	Fiscal Work Order
GCJA	Glasgow Community Justice Authority
GG&C	Greater Glasgow and Clyde
GRASP	Gathering information, Risk Analysis, Scenario planning , Planning to manage the risk
HMP	Her Majesty's Prison
LS/CMI	Level of Service / Case Management Inventory
MAPPa	Multi Agency Public Protection Arrangements
MF:MC	Moving Forward: Making Changes
MOG	MAPPa Operational Group
MSP	Member of Scottish Parliament
NHS	National Health Service
NPHN	National Prisoner Healthcare Network
NSCJA	North Strathclyde Community Justice Authority
PSP	Public Social Partnership
RMA	Risk Management Authority
RM2000	Risk Matrix 2000 (Risk Assessment Tool)
RRP2	Reducing Reoffending Programme Phase 2
Sacro	Safeguarding Communities Reducing Reoffending
SA07	Stable and Acute 2007 (Risk Assessment Tool)
SARA	Spousal Assault Risk Assessment (a checklist designed to screen for risk factors of spousal or family-related assault)
SGCJD	Scottish Government Community Justice Division
SOLD	Supporting Offenders with Learning Disabilities
SPS	Scottish Prison Service
SSSC	Scottish Social Services Council
SWGWO	Scottish Working Group on Women Offenders
SVQ	Scottish Vocational Qualifications
SWS	Social Work Scotland (previously ADSW)
TCA	Tayside Council on Alcohol
TDO	Training and Development Officer
TSO	Throughcare Support Officer
VASLAN	Voluntary Action (South Lanarkshire)

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