
To: North Strathclyde Community Justice Authority

On: 13th March 2015

Report by: Planning Officer

**Heading: North Strathclyde Community Justice Authority
Action Plan 2014-2015**

1. Summary

- 1.1** The purpose of the report is to present a final progress report (attached Appendix 1) of the NSCJA Action Plan for 2014-2015.
- 1.2** The Action Plan aligns to the aims and objectives stated in our 2014-17 Area Plan.
- 1.3** The Action Plan consisted of 12 actions and 37 activities that were associated to the actions.
- 1.4** Of the 37 activities in the plan, 30 (81%) have been achieved within timescale, 7(19%) have not been achieved. This is similar to previous years.
- 1.5** With the exception of Action 5, the majority of actions will continue into the Action Plan for 2015-16
- 1.6** A number of activities, particularly around the transition work, will carry forward into subsequent action plans.
- 1.7** The 7 activities that were not achieved within timescale were influenced by external factors out with the control of NSCJA.

2. Recommendations

- 2.1** Note the content of this report and Appendix 1
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3. Background

- 3.1** The Management of Offender etc (Scotland) Act 2005 Section 3 (5) establishes a function of Community Justice Authorities to prepare in consultation with its partners a Plan which is aimed at reducing re-offending within its area. These plans must be prepared and submitted at the frequency specified by Scottish Ministers. At the present time Plans are required to cover a three year period.
- 3.2** The Action Plan is not just a freestanding document, it should show clear links to local priorities set out in the 2011-14 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.

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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 2014-15 Action Plan

Key

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

	Activities 2014-15	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress	Comments
1	Monitor and support the ongoing development of the enhanced women's services in Renfrewshire; Inverclyde and West Dunbartonshire.	1; 4 ; 6;12	Increased uptake of services. Reduction in women offenders serving a custodial (including remand) or community sentence.	March 2015	●	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 28.10.14. The service is fully staffed as of 29/9. 81 women have engaged with service from April to September. Setting up and running a women only unpaid work squad. Benefit being collocated with Integrated Addictions Team. Positive feedback from all involved. Regular updates to Women's Services Steering Group from Inverclyde and West Dun services.
2	Request and receive quarterly update reports for CJA board from Renfrewshire; Inverclyde and West Dunbartonshire enhanced women's services.	1; 4 & 6	Reports received and used to determine subsequent resource allocation.	March 2015	●	Ongoing reports are tabled at the Women's services steering group meetings. Regular reports have been submitted to NSCJA board .
3	Continue to work with the Scottish Prison Service and other partners in the ongoing development of HMP Inverclyde.	1; 4 & 7	Appropriate services are put in place. SPS timescales are met.	March 2015	●	Partnership working progressing. Three workshops have been arranged from January 2015 to explore best practice, logic modeling session and service design. The planned building of HMP Inverclyde will not now go ahead following Justice Ministers announcement on 26.1.15. Action as stated has been met throughout the reporting year.
4	Set up appropriate multi-agency governance and operational groups to develop and progress services for HMP Inverclyde.	1; 4 & 7	Appropriate services are put in place. Improved throughcare services for women offenders.	July 2014	●	This activity has been achieved. Both Governance and Operational groups have been set up and meet regularly to progress the development of HMP Inverclyde services.

	Activities 2014-15	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress	Comments
5	Progress work with NHS GG&C, GCJA and appropriate partners, based on a 'Whole Family Approach' to address health improvement of offenders and their families.	1 & 9	Improved positive health outcomes for offenders and their families, in particular children. As per agreed outcomes once decided.	March 2015		This work is progressing. A number of the sections have been written, meetings have taken place with relevant key stakeholders. Presentation on work delivered to Problem Solving Courts Event and due to be delivered at NPHN Conference 9/12. Work sponsored by the Health Justice Collaboration. Framework finalised March 2015.
6	Support Alcohol and Drug Partnerships in the realisation of their local delivery plans	1 & 10	A reduction in Drug and Alcohol related deaths. A reduction in drug and alcohol related crime.	March 2015		Meeting arranged between ADP coordinators and STRADA to discuss workforce development strategic blueprints. Cognisance taken of ADP Delivery Plans.
7	Implement Keys to Life recommendations 45 to 48 across appropriate local partners	1 & 9	People with learning disabilities are safe and supported through the criminal justice system in the NSCJA area.	March 2015		This will be taken forward by the NSCJA Literacies Steering group. Currently awaiting the Supporting Offenders with Learning Disabilities (SOLD) Network work plan, as the national body taking this forward, planning officer is part of the network. This action will be carried over to the next action plan
8	Review and implement recommendations from 'No One Knows....' where they have not already.	1 & 9	People with learning disabilities are safe and supported through the criminal justice system in the NSCJA area.	December 2014		Not achieved. SOLD network progressing a national workplan that will influence any local work.
9	Ensure that all appropriate local justice professionals have access to the 2011 guide 'People with Learning Disabilities and the Criminal Justice System'	1 & 9	People with learning disabilities are safe and supported through the criminal justice system in the NSCJA area.	December 2014		Not achieved. SOLD network progressing a national workplan that will influence any local work.
10	Monitor the progress against Recommendations 30 and 31 and monitor the local use of recommendation 32 of the Mental Health Strategy for Scotland 2012-2015	1; 4 & 9	People with mental health problems are safe and supported through the criminal justice system in the NSCJA area.	March 2015		No update to report. Linked to actions 8 & 9.

	Activities 2014-15	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress	Comments
11	Convene a multi agency SLWG to consider and implement the recommendations from the National Violence Against Women Strategy, once published.	1; 3 & 5	All appropriate recommendations are implemented effectively. Improved outcomes for victims of VAW.	December 2014		Not achieved, no recommendations to take forward. 'Equally Safe' Scotland's strategy for preventing and eradicating violence against women and girls... published June 2014. Shaped around 4 key priorities. Phase 1 (2014-15) will focus on the 4 key areas with expert working groups developing recommendations from the best available evidence. Phase 2 (2015-2018) deliver on developed action plans As above
12	Monitor the ongoing effectiveness of the implemented recommendations from the National Violence Against Women Strategy.	1; 3 & 5	All appropriate recommendations are implemented effectively. Improved outcomes for victims of VAW.	March 2015		
13	Continue to work with partners in the ongoing development of HMP Low Moss Throughcare PSP and the associated service provision to achieve a best practice model.	1;4; 7 & 8	Engaging prisoners are supported after liberation. All aspects of short term prisoner needs are met on liberation and all relevant agencies are engaging with PSP team.	March 2015		Both the chief officer and planning officer continue to contribute to the governance and operational steering groups. Regular update reports are received, risk register is updated by the operational group.
14	Positively participate in the HMP Low Moss PSP 'Outcomes' and 'Families and Children' sub group.	1;4; 7 & 8	Engaging prisoners are supported after liberation. All aspects of short term prisoner needs are met on liberation and all relevant agencies are engaging with PSP team.	March 2015		The outcomes sub group met on 21/10/14. It was decided by all present that given that the outcomes had been set and the service had been up and running for some time, there was no need to have a sub group. The families and children group was subsumed by the outcomes group. It was however agreed that a piece of bespoke work has to be undertaken around Families and Children.
15	Organise a stakeholder event to measure the impact of the HMP Low Moss PSP.	1;4; 7 & 8	All PSP stakeholders contribute to future direction and sustainability of PSP.	March 2015		Stakeholder event took place on Tuesday 17 th June in the Radisson Blu hotel Glasgow. Awaiting write up from event.

	Activities 2014-15	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress	Comments
16	Ensure Community Planning Partnerships and associated partners are invited to all future stakeholder events.	1;2;3;11	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities. Engaging prisoners are supported after liberation.	March 2015		Local Authority CPPs contacted for named contact person. Will ensure that all are invited to all future events. Invitations sent out for all partnership events. National Event organised for April 2015
17	Actively participate in both the HMP Low Moss PSP Governance and Operational Groups.	1;4; 7 & 8	All aspects of short term prisoner needs are met on liberation and all relevant agencies are engaging with PSP team.	March 2015		Both the chief officer and planning officer continue to contribute to the governance and operational steering groups. Regular update reports are received. Replication of Action 13
18	Engage with 'Inspiring Scotland' to ensure sustainability of the Turnaround service.	1; 3;12	Continued service provision in future years	March 2015		Chief Officer part of group looking at sustainability. Inspiring Scotland completed report and submitted to Scottish Government. Awaiting feedback.
19	Organise and facilitate with SWSCJA a multi agency event for 10 local Authority CPPs and ADPs focussed on Turnaround service sustainability.	1;3	Continued service provision in future years	March 2015		Preliminary discussions held. Will be part of the transition plan. On hold until after the National Event with CPPs.
20	Positively contribute to the governance and project team meetings for the HMP Greenock Throughcare Support Officer pilot.	1;4 & 7	Engaging prisoners are supported after liberation. All aspects of adult male and women prisoner needs are met on liberation.	March 2015		Both Chief Officer and planning officer part of the governance and project teams respectively. Attend regularly. Pilot has finished although SPS decision is to continue service whilst independent evaluation is carried out. Evaluation currently undergoing.
21	Actively participate in the Reducing Reoffending Change Fund PSPs governance groups, to deliver and sustain mentoring services to offenders in the NSCJA area.	1;4; 7 & 8	As per PSP outcome framework.	March 2015		Chief Officer sits on governance groups for all PSPs operating within NSCJA area both at a national and local level.

	Activities 2014-15	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress	Comments
22	Work with Scottish Government and local authority Criminal Justice Social Work and partners to support the roll out and implementation of 'Moving Forward: Making Changes' sex offender treatment programme in the NSCJA area.	1; 3; 5 & 6	All stipulated timescales in implementation plan are met. Treatment programme is rolled out effectively across NSCJA.	March 2015		As per report to board on 13.6.14 from Allison Scott. Implementation plan with estimated costs for delivery across Renfrewshire; East Renfrewshire and Inverclyde. Staff training has been ongoing, suitable service users will be identified and commence the programme on 1.6.14. The IT system is now agreed, it's an addition to LS/CMI, and is in process of being installed in all authorities. Staff training has also commenced in the IT part. Otherwise case manager work is in progress, the first 2 groups will commence in February 2015.
23	Continue to work with key public & third sector service providers within the NSCJA area to ensure that there is equity in access for short term offenders to relevant universal services (housing, healthcare, benefits, etc.)	1;4; 7 & 8	All aspects of short term prisoner needs are met on liberation and all relevant universal agencies are engaging with justice agencies.	March 2015		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.
24	Monitor progress of HMP Low Moss PSP Housing sub group, made up of Local Authority Homelessness Managers.	1;4;7&8	Improved access to housing for short term prisoners on liberation in the NSCJA area	March 2015		Report submitted to PSP operational group and governance group. Chair of sub group gave evidence to cross ministerial group.
25	Support the implementation of any deliverables from the Housing Sub Group	1;4;7&8	Improved access to housing for short term prisoners on liberation in the NSCJA area	March 2015		Ongoing piece of bespoke work. Ann Carruthers Renfrewshire is progressing joint work through chairing housing sub group
26	Continue to monitor the use of Community Payback Orders, Drug Treatment & Testing Orders and other relevant community sentences.	1 & 6	Increased completions Reduction in CPO breaches resulting in a custodial sentence. Reduction in reconviction rates for disposals.	March 2015		Baselines established. Monitored through the CJA Interim Framework.
27	Review the delivery of the DTTO service across NSCJA to streamline and increase efficiency of the service.	1; 6 & 12	Service delivered within current funding allocation. Estimated Savings of £150K realised.	March 2015		DTTO delivery has been disaggregated for 2015/16 grant allocation.

	Activities 2014-15	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress	Comments
28	Monitor the joint working arrangements between Local Authority CJSW and Turning Point Scotland in the delivery of CPOs to ensure positive destinations for service users	1; 4; 6	Improved CPO service for offenders. Improved partnership working.	March 2015		Part of LA annual reports to CJA.
29	Support Local Authority CJSW to continue to consult with communities on unpaid work projects as part of CPOs	1; 4; 6	Improved visibility of unpaid work projects. Appropriate unpaid work projects carried out.	March 2015		NSCJA has supported our constituent local authorities throughout the reporting year as reported in local authority annual reports.
30	Support Local Authority CJSW in the roll out of Fiscal Work Orders (FWO) across NSCJA	1; 4; 6	Improved options in direct measure alternatives to prosecution.	March 2015		Fiscal Work Order roll out timetable has been revised by SG. Indications are that FWOs will not be rolled out in NSCJA until April 2015. Grant allocation has been determined and discussions are ongoing.
31	Arrange presentation from West Dunbartonshire FWO pilot site to multi agency group including local procurators fiscal.	1; 4; 6	All relevant stakeholders informed and prepared prior to roll out date.	December 2014		Fiscal Work Order roll out timetable has been revised by SG. Indications are that FWOs will not be rolled out in NSCJA until April 2015
32	Work in partnership with Scottish Government and Community Planning Partnerships, both nationally and locally to facilitate information sharing and awareness events in preparation for the new structure.	1; 3 & 11	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	March 2015		This will be an integral part of any transition plan.
33	Continue to positively represent NSCJA on the Renfrewshire 'Safer and Stronger' thematic group to ensure a seamless transition to the new structure in Renfrewshire.	1; 3 & 11	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	March 2015		Planning Officer continues to attend the Renfrewshire 'Safer and Stronger' thematic group, providing regular updates on the progress of the restructuring of Community Justice.

	Activities 2014-15	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress	Comments
34	Engage with CPPs in other local authority areas to start dialogue re procedures for transition to the new structure.	1; 3 & 11	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	March 2015	●	Local Authority CPPs contacted for named contact person. Will ensure that all are invited to all future events. Invitations sent out for last APIC, one attended. In depth engagement will form basis of transition plan.
35	Compile a local information package for CPPs to assist in the transfer of CJA functions and duties to the new structure.	1; 3 & 11	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	March 2015	●	This piece of work will naturally evolve as the restructuring process progresses.
36	Coordinate and facilitate multi agency learning and development in line with national plan.	1;3 & 5	A fully informed and equipped Justice workforce.	March 2015	●	All national training and locally identified training coordinated by NSCJA T&DO.
37	Coordinate and facilitate workforce training for preparation for roll out of MF:MC	1;3 & 5	Successful roll out and effective delivery of MF:MC	August 2014	●	All delivery staff and case managers trained. the IT system is now agreed, it's an addition to LS/CMI, and is in process of being installed in all authorities. Staff training has also commenced in the IT part. Otherwise case manager work is in progress, the first 2 groups will commence in February.