

Notice of Reconvened Meeting and Agenda North Strathclyde Community Justice Authority

Date	Time	Venue
Friday, 16 December 2016	10:30	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Clerk

Membership

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

Convener – Councillor Williams

Further Information

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

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx

For further information, please either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Members of the Press and Public

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

Items of business

Apologies

Apologies from members.

Declarations of Interest

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

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|----------|--|----------------|
| 1 | Minute | 5 - 12 |
| | Minute of meeting of the Authority held on 10 June 2016. | |
| 2 | Revenue Budget Monitoring | 13 - 16 |
| | Joint report by Treasurer and Chief Officer. | |
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| 4 | Additional Section 27 Grant Allocation 2016/17 to Local Authorities | 21 - 26 |
| | Report by Chief Officer. | |
| 5 | North Strathclyde Community Justice Authority Action Plan 2016/17 | 27 - 34 |
| | Report by Planning Officer. | |
| 6 | Community Justice (Scotland) Act 2016 - Progress Report | 35 - 38 |
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| 8 | Redesign of Women's Custodial Estate - Progress Report | 89 - 90 |
| | Report by Chief Officer. | |

9 North Strathclyde Community Justice Authority Annual Report 2015/16 91 - 124

Report by Chief Officer.

10 Proposed Severance Scheme for CJA Employees



Minute of Meeting North Strathclyde Community Justice Authority

Date	Time	Venue
Friday, 10 June 2016	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); and Williams (Renfrewshire Council).

CHAIR

Councillor Williams, Convener, presided.

IN ATTENDANCE

J Hunter, Chief Officer and W Kennedy, Planning Officer (both North Strathclyde Community Justice Authority); J Belton (Argyll & Bute Council); K Gardner (East Dunbartonshire Council); L Gaff (East Renfrewshire Council); A Wardlaw (Inverclyde Council); P Macleod, A McMahon, A Scott, L Dickie, M Ball and E Currie (all Renfrewshire Council); and N Firth and M Holt (both West Dunbartonshire Council).

PARTNERS

Inspector G Kirkwood (Police Scotland); D Abernethy (HMP Low Moss); J Bryars (Action for Children); A Howard (Turning Point Scotland) and G Hannah (NHS Prison Healthcare).

DECLARATIONS OF INTEREST

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

ORDER OF BUSINESS

In terms of Standing Order 19, the Convener intimated that he proposed to alter the order of business to facilitate the conduct of the meeting by considering item 6 of the agenda prior to item 1 of the agenda; item 8 of the agenda after item 6 of the agenda; item 9 of the agenda after item 8 of the agenda and item 10 of the agenda after item 9 of the agenda.

1 REMUNERATION OF ELECTED MEMBERS WHO ARE APPOINTED CONVENERS AND VICE-CONVENERS OF COMMUNITY JUSTICE AUTHORITIES

There was submitted a joint report by the Clerk and the Treasurer relative to remuneration for elected members who were appointed Conveners and Vice-conveners of Community Justice Authorities.

The report intimated that The Local Governance (Scotland) Act 2004 (Remuneration) Regulations 2007 introduced a system of remuneration for elected members which created four grades of councillors for the purposes of calculating remuneration. The Regulations also introduced special provisions for those councillors who held offices as Convener or Vice-convener of a Joint Board such as the North Strathclyde Community Justice Authority.

Since 2007, various amendment Regulations had had the effect of amending the yearly revaluation to be paid to elected members, including those elected members who were Conveners or Vice-conveners of Joint Boards. The most recent amendment Regulations came into force from 1 April 2016 and stipulated changes to the remuneration rates payable to elected members.

The amendment Regulations stipulated that, from 1 April 2016, provided that they were not already in receipt of remuneration as a senior councillor of a local authority or as a Convener or Vice-convener of any Joint Board covered by the 2007 Regulations, the Convener of a Community Justice Authority would be paid a total yearly amount of £21,118 and the Vice-convener of a Community Justice Authority would be paid a total yearly amount of £20,063 both inclusive of any amount payable to them as a local authority councillor under the 2007 Regulations.

The local authorities of which the Convener and Vice-convener were members required, if necessary, to make administrative arrangements with the Community Justice Authority for reimbursement of any remuneration paid by the local authorities on behalf of the Community Justice Authority. In the case of local authority councillors that were paid, from 1 April 2016, the yearly amount of £16,893 as a councillor, the yearly remuneration of £16,893 should be met by the local authority and the balance of remuneration should be met by the Community Justice Authority.

DECIDED:

(a) That the revised remuneration levels mandated by The Local Governance (Scotland) Act 2004 (Remuneration) Amendment Regulations 2016 for the Convener and Depute Convener of the Community Justice Authority, as detailed in the report, provided they were not already in receipt of remuneration as a senior councillor of a local authority, be noted; and

(b) That it be noted that if the Convener and/or Depute Convener of the Authority were not a senior councillor within their own local authority, or if they were a Convener or Vice-convener of any Joint Board covered by the 2007 Regulations, then no additional remuneration shall be due to them as a Convener or Vice-convener of the Community Justice Authority; and

(c) That the difference between such remuneration paid, and that which would otherwise be paid to the Convener/Depute Convener as a local authority councillor, shall be met by the Community Justice Authority.

2 UNAUDITED ANNUAL ACCOUNTS 2015/16

There was submitted a joint report by the Treasurer and Chief Officer relative to the unaudited annual accounts for the Authority for 2015/16. The report intimated that the accounts for the year ended 31 March 2016 had been completed and forwarded to Audit Scotland for audit.

The annual accounts 2015/16 were confidential until such time as they had been laid before the Scottish Parliament and for this reason had only been issued to members of the Authority.

DECIDED: That the unaudited annual accounts for the year ended 31 March 2016 be noted and that the accounts be further presented to the Authority Board on completion of the audit.

3 ANNUAL AUDIT PLAN 2015/16

There was submitted a joint report by the Treasurer and Chief Officer relative to the annual audit plan 2015/16 for the Authority which outlined Audit Scotland's planned activities in their audit for the 2015/16 financial year.

The report highlighted that the annual audit plan 2015/16 included a section on Audit Issues and Risks and that within this section, Audit Scotland had identified a risk of 'management override of controls'. This risk had been included in the audit plans of all bodies which Audit Scotland worked with, in light of international standards on auditing. The inclusion of this risk was not a reflection of increased risk within the Authority and Audit Scotland had confirmed that they had not found any issues on this in previous years.

DECIDED: That Audit Scotland's annual audit plan 2015/16 be noted.

4 INTERNAL AUDIT ANNUAL REPORT 2015/16

There was submitted a report by the Chief Auditor, Renfrewshire Council, relative to the Internal Audit annual report on the Authority for 2015/16. The report intimated that the public sector internal audit standards required that the Chief Auditor prepare an annual report on the activities of internal audit to demonstrate performance. The report must also provide an audit opinion on the overall adequacy and effectiveness of the internal control system of the audited body.

The annual report for the Authority was attached as an appendix to the report and outlined the role of internal audit, the performance of the internal audit team and the main findings from the internal audit work undertaken in 2015/16 and contained an audit assurance statement.

DECIDED: That the Internal Audit annual report for 2015/16 be noted.

5 **MINUTE**

There was submitted the Minute of the meeting of the Authority held on 11 March 2016.

In relation to item 5 of the Minute the Chief Officer advised that a representative from the NHS was now a member of the Strategic Steering Group and that Andy Bruce, Deputy Director, Community Justice Division, Scottish Government was attending the meeting to give a presentation to members.

In relation to item 8 of the Minute the Chief Officer advised that he had invited Chairs of Integration Joint Boards and Andy Bruce, Deputy Director, Community Justice Division, Scottish Government to this meeting.

In relation to item 9 of the Minute the Chief Officer advised that the information regarding the Training and Development Officer was contained in his report on the Criminal Justice Social Work Section 27 Allocation 2016/17.

DECIDED:

(a) That the Minute be approved; and

(b) That the updates from the Chief Officer be noted.

6 **CRIMINAL JUSTICE SOCIAL WORK SECTION 27 GRANT ALLCATION 2016/17**

Under reference to item 4 of the Minute of the meeting of this Authority held on 11 March 2016 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 2016/17, which was detailed in Appendix 1 to the report. The allocation of grant to the Authority in 2016/17 was £9,863,256, which was lower than the previous year's allocation of £10,000,494. The allocations to constituent authorities were detailed in Appendix 2 to the report.

The report intimated that for the seventh 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. The Scottish Government had deployed a new mechanism to mitigate the effect of this which had been developed in agreement with a range of partners.

The report further intimated that £60,000 had been allocated for the delivery of the National Training Programme and the current arrangements with the Authority's Training and Development Officer would continue until 31 March 2017.

Since 2008 constituent authorities had provided annual reports as a condition of the grant funding arrangements. It was proposed that this requirement be removed and that conditions 4, 5 and 6 of the Authority's conditions of grant be removed.

DECIDED:

(a) That the report be noted;

(b) That the grant allocation as detailed in Appendix 2 to the report be approved and that the Treasurer make arrangements to align payments accordingly;

(c) That a revenue budget monitoring report be submitted to each meeting of the Authority;

(d) That the arrangements with the Authority's Training and Development Officer continue until 31 March 2017; and

(e) That conditions 4, 5 and 6 be removed from the Authority's conditions of grant.

7 NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY ADMINISTRATION GRANT ALLOCATION 2016/17

Under reference to item 4 of the Minute of the meeting of this Authority held on 11 March 2016 there was submitted a report by the Chief Officer relative to the North Strathclyde Community Justice Authority administration grant for 2016/17, which was detailed in Appendix 1 to the report. The allocation of administration grant to the Authority for 2016/17 would be £227,158.

The report intimated that overall the administration grant had been increased by £2,000 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.

This was the final administration grant and there was an expectation that it should cover costs incurred in closing the Authority's office.

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 each meeting of the Authority.

8 NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY ACTION PLAN 2016/17

There was submitted a report by the Planning Officer relative to the North Strathclyde Community Justice Authority Action Plan 2016/17. 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 10 actions and 15 activities in the action plan.

Councillor O'Donnell and David Abernethy, Governor, HMP Low Moss, advised that the Freedom Bakery in HMP Low Moss had submitted an entry to the Social Enterprise of the Year Awards 2016.

DECIDED:

(a) That the report be noted; and

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

9 FINAL YEAR GOVERNANCE DOCUMENTS

There was submitted a report by the Chief Officer relative to the North Strathclyde Community Justice Authority Resilience Plan, a copy of which formed Appendix 1 to the report.

The report intimated that the Scottish Government requested that the eight Community Justice Authorities (CJAs) create Resilience Plans to ensure that duties were discharged throughout the final year of CJAs.

The CJA Conveners Group had requested that Chief Officers create and maintain a joint Risk Register for the transition year and a copy of this formed Appendix 2 to the report.

DECIDED:

(a) That the report be noted; and

(b) That authority be delegated to the Chief Officer, in consultation with the Convener, to manage resilience issues so that the Authority could function fully until 31 March 2017.

10 GRANT FUNDING TO SUPPORT A REDUCTION IN THE USE OF CUSTODY FOR WOMEN

There was submitted a report by the Chief Officer relative to an additional grant allocation of £187,500 from the Scottish Government for the purpose of supporting a reduction in the use of custody for women. A copy of the award letter from the Scottish Government dated 22 March 2016 formed the appendix to the report.

The report intimated that schedule 1 to the award letter detailed that the allocation of £187,500 had been made specifically to support a reduction in the use of custody for women and the sustainability of any projects set up in 2015/16 to support the expansion of Supervised Bail and Early Stage Diversion initiatives for women.

Following discussion with constituent authorities and Sacro it was proposed that Renfrewshire Council be awarded £50,575; Inverclyde Council be awarded £26,010; East Renfrewshire Council be awarded £8,670; Argyll, Bute & Dunbartonshire Partnership be awarded £59,245 and Sacro be awarded £43,000. The allocation to Sacro would allow the organisation to continue the Bail service until 30 June 2017.

DECIDED:

(a) That the report be noted;

(b) That the allocation of the additional funding be allocated as detailed in section 1.5 of the report; and

(c) That grant recipients submit a report to the next meeting of this Authority to be held on 9 September 2016 detailing the use of the allocated funding to meet the objectives detailed in sections 1.1 and 1.2 of the report.

11 PRESENTATION: TRANSITIONAL PROGRESS AND IMPLEMENTING WOMEN'S COMMISSION RECOMMENDATIONS

Andy Bruce, Deputy Director, Criminal Justice Division, Scottish Government gave a presentation to members in relation to progress made against CWO recommendations; links to wider Penal Policy Reform; transition plans; transition funding and guidance on the new model for community justice.

DECIDED: That the presentation be noted.

12 DATE OF NEXT MEETING

DECIDED: That it be noted that the next meeting of the Authority would be held at 10.30 am on Friday 9 September 2016 in Renfrewshire House.

NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY

To: North Strathclyde Community Justice Authority

On: 16 December 2016

Report by: The Treasurer and the Chief Officer

Heading: Section 27 Revenue Budget Monitoring Report Q1

1. Summary Budget Position

- 1.1 Expenditure on core services is expected to be £152,187 over budget and expenditure on non-core services is expected to be £22,726 under budget resulting in an anticipated net over spend of £129,461.

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

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

2 Recommendations

- 2.1 It is recommended that members consider the report.

3 Budget Performance

Current Position: **£129,461 overspend**

Previously Reported: *n/a*

- 3.1 Argyll Bute and Dunbartonshire are projecting an overspend of £129,461. This is mainly due to the pressure within the employee costs to meet the turnover target. A review of the employee establishment is scheduled to take place, however this review is in its early stages and could take some time to complete.

East Renfrewshire are projecting to break-even.

Inverclyde are projecting to break-even.

Renfrewshire are projecting to break-even.

4 Implications of this Report

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

NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY 2016/17

	2016-17 ALLOCATION	VIREMENT PROPOSAL	REVISED ALLOCATION	ACTUAL SPEND AT 30 JUNE 2016	PROJECTED SPEND TO 31 MARCH 2017	VARIANCE
Renfrewshire	£2,417,061	£0	£2,417,061	£348,436	£2,421,378	(£4,316)
Inverclyde	£1,198,260	£0	£1,198,260	£189,921	£1,218,690	(£20,430)
East Renfrewshire	£390,960	£0	£390,960	£97,500	£390,960	£0
Argyll Bute & Duns Partnership	£2,837,483	£124,500	£2,961,983	£684,239	£3,089,425	(£127,441)
TOTAL CORE SERVICES	£6,843,764	£124,500	£6,968,264	£1,320,096	£7,120,453	(£152,187)
Renfrewshire	£1,987,240	£0	£1,987,240	£84,324	£1,982,923	£4,316
Inverclyde	£486,400	£0	£486,400	£39,508	£465,970	£20,430
East Renfrewshire	£78,593	£0	£78,593	£11,750	£78,593	£0
Argyll Bute & Duns Partnership	£467,259	(£124,500)	£342,759	£71,219	£344,779	(£2,020)
TOTAL NON CORE SERVICES	£3,019,492	(£124,500)	£2,894,992	£206,801	£2,872,265	£22,726
Renfrewshire	£4,404,301	£0	£4,404,301	£432,760	£4,404,301	£0
Inverclyde	£1,684,660	£0	£1,684,660	£229,429	£1,684,660	£0
East Renfrewshire	£469,553	£0	£469,553	£109,250	£469,553	£0
Argyll Bute & Duns Partnership	£3,304,742	£0	£3,304,742	£755,458	£3,434,204	(£129,461)
TOTAL ALL SERVICES	£9,863,256	£0	£9,863,256	£1,526,897	£9,992,718	(£129,461)

NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY

To: North Strathclyde Community Justice Authority

On: 16 December 2016

Report by: The Treasurer and the Chief Officer

Heading: Administration Grant Revenue Budget Monitoring Report

1. Summary Budget Position

- 1.1 Expenditure against the Administration Grant is currently projected to result in a break even position. Details of the expected expenditure are attached to this report
-

2 Recommendations

- 2.1 It is recommended that members consider the report
-

3 Budget Performance

Current Position: Break even

Previously Reported: n/a

- 3.1 Expenditure is currently projected to show a break even position against the Administration Grant available.
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COMMUNITY JUSTICE AUTHORITIES ADMINISTRATION COSTS 2016-2017

NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY EXPENDITURE

Description	Budget	Projected Expenditure to 31st March 2017	Variance
<u>Employee Costs</u>			
Salary Costs	£131,479	£131,451	£28
Superannuation	£20,726	£20,721	£4
NI	£14,773	£14,772	£1
Travel and Subsistence	£3,500	£3,500	£0
Staff Training	£1,000	£834	£166
<u>Property Costs</u>			
Rent & Rates	£15,900	£15,900	£0
Hire of Halls	£2,000	£2,000	£0
Electricity	£400	£400	£0
Contract Cleaning	£96	£96	£0
Other Property Costs	£500	£700	-£200
<u>Supplies & Services</u>			
Provisions	£1,100	£1,100	£0
Other Supplies & Services	£150	£150	£0
Office Equipment			£0
<u>Administration Costs</u>			
Printing and Stationery	£100	£100	£0
Postages	£100	£100	£0
Telephones	£800	£800	£0
Members expenses	£3,959	£3,959	£0
Other admin costs	£1,000	£1,000	£0
Employers liability	£2,800	£2,800	£0
<u>Other Agencies, Bodies</u>			
Payments to Other Local Authorities	£22,400	£22,400	£0
Auditors	£4,375	£4,375	£0
GROSS EXPENDITURE	£227,158	£227,158	£0

To: North Strathclyde Community Justice Authority

On: 16 December 2016

Report by: Chief Officer

**Heading: Allocation of Additional Criminal Justice Social Work
Section 27 Grant Allocation 2016/17 to Local Authorities**

1. Summary

- 1.1** On 9th June 2016, The Scottish Government wrote to the Chief Officer advising him that an additional allocation of Section 27 Grant has been approved by the Justice Secretary totally £4 million of which the NSCJA share was £393,683. The letter indicated the £4 million was a resources transfer from the Scottish Prison Service for the purpose of reducing reoffending. See Appendix 1.
- 1.2** The letter arrived too late for it to be considered at the June meeting on NSCJA which was held on the 10th June but following an informal discussion with members at the meeting, it was agreed that the Chief Officer should advise the local authorities of their indicative allocation to enable them to begin planning to use the additional grant albeit the formal allocation would not be approved by NSCJA until its next meeting on 9th September. As it is Section 27 funding there can be no carryover beyond 31st March 2017.
- 1.3** The Chief Officer has provided indicative allocations based on the Local Authorities share of the 2016/17 Core Section 27 Grant which NSCJA approved on 10th June 2016. These allocations are as follows

Argyll, Bute and Dunbartonshires CJ Partnership	£161,410
East Renfrewshire	£ 23,621
Inverclyde	£ 70,863
Renfrewshire	£137,789
Total	£393,683

- 1.4** The letter (appendix 1) also states that the additional funding should be used in consultation with the new local community justice partners, stakeholders and the third sector, to address local priorities.

Finally the letter requests that the Chief Officer reports back to the Scottish Government by 30th September advising what plans have been made to spend the additional grant.

2. Recommendations

- 2.1** The Authority is asked to note the content of this report.
- 2.2** Approve the allocation of the additional grant as 1.3 and request the Treasurer makes arrangements to align payments accordingly.
- 2.3** Request that the Chief Officer provide an update report to the December board meeting on how local authorities have used the additional grant.

3. Background

- 3.1** The Management of Offenders etc (Scotland) Act 2005 give the CJA the power to allocate to the constituent local authorities any amount paid to it under Section 27 a(1) and 27 b (1) of the Social Work (Scotland) Act 1968. The aim of this funding arrangement is to match resources against priorities described within the Area Plan to reduce reoffending.
- 3.2** Core funding is intended to provide grant for these statutory duties which local authorities have to provide through their criminal justice social work services. Non core funding is used to fund local pilot schemes which have been agreed by the CJA and other projects which have been initiated centrally by the Scottish Government.
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Implications of the Report

Equality & Human Rights

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

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Jim Hunter
Chief Officer
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9 June 2016

Dear Mr Hunter

CRIMINAL JUSTICE SOCIAL WORK SERVICES ALLOCATION OF ADDITIONAL GRANT FOR COMMUNITY SENTENCES 2016-17

I am writing to inform you that an additional allocation of ring fenced funding to your Community Justice Authority (CJA) for Community Sentences for the financial year 2016-17 has been approved by the Cabinet Secretary for Justice.

This follows a meeting of COSLA Leaders on 3 June, where the principles for this allocation and methodology for distribution was discussed and agreed. The funding has been allocated using the current Community Justice funding formula which is based on statutory workloads and needs and has been distributed accordingly.

This update has been issued in advance of a press release on **15 June 2016** and I would ask that any local communications around this funding is embargoed until after this date.

The funding has become available to reduce reoffending through reinvestment in prevention and alternatives to custody. This investment represents a significant reinvestment of cash releasable savings from the Scottish Prison Service to tackle reoffending.

This funding for Community Sentences is in addition to the funding allocated on 1st April 2016 but has been approved in line with the delivery context of the new model for community justice to meet local priorities and needs, in consultation with local community justice partners and stakeholders and the Third Sector.

Your confirmed additional allocation for 2016-17 is **£393,683**. This funding is provided under sections 27A and 27B of the Social Work (Scotland) Act 1968 as amended. Chief Officers, as budget holders, are responsible for the effective financial management of the funds allocated to their CJA, and for resource allocations across their constituent local authorities.

This funding is being provided by the Scottish Government to your CJA in order to allow you to discharge your statutory duties and to work towards reducing reoffending in your CJA area. The Cabinet Secretary is keen to learn and share how this investment is being utilised and would welcome an update on the use of this additional resource. I would therefore be grateful if you could provide a brief summary of plans agreed by your CJA Board on how this funding will be deployed during 2016/17, by the 30 September 2016.

The funding must be utilised 2016/17, as no carry over is permitted under the Section 27 funding arrangements. It would also be helpful for an early indication of any potential underspend in the update in September for planning purposes.

Please contact Michelle Main (tel: 0131 244 5439) if you have any queries.

Yours sincerely



STEPHEN HARPER

To: North Strathclyde Community Justice Authority

On: 16 December 2016

Report by: Planning Officer

**Heading: North Strathclyde Community Justice Authority
Action Plan 2016-2017**

1. Summary

- 1.1** The purpose of the report is to present the progress report (attached Appendix 1) of the NSCJA Action Plan for 2016-2017.
- 1.2** The Action Plan aligns to the aims and objectives stated in our 2014-2017, 3 year Area Plan.
- 1.3** There are 10 actions that we will do as a partnership and 15 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** There were no activities due for completion in the last quarter.
- 1.5** Positive progress is being made across all the remaining 14 activities, particularly around the transition to the new model for community justice in Scotland.

2. Recommendations

- 2.1** Note the content of this report and Appendix 1
 - 2.3** Delegate authority to the Chief Officer in consultation with the Convener to make any necessary amendments to the Action Plan if required.
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3. Background

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

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 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.
6. 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.
7. 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.
8. We will continue to 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.
9. 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.
10. 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 2016-17 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	Continue to 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 2017	●	This is an ongoing commitment over the lifespan of the current funding and existence of the CJA. The planning officer sits on the steering group of the Renfrewshire service. Both the Renfrewshire and West Dun services has been awarded further funding of £30K for 2015/16.NSCJA has supported all initiatives over the lifetime of this plan
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 2017	●	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.	1; 4 & 7	Appropriate services are put in place. SPS timescales are met.	March 2017	●	Since the decision to withdraw from the building of HMP Inverclyde, we are awaiting outcomes from the women's estate project at SG. Regular updates from development team. A NSCJA partners development day was held at Reid McEwan on 1 st June. NSCJA local authorities will not host one of the CCUs .
4	Continue to 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 2017	●	Both the chief officer and planning officer continue to contribute to the governance and operational steering groups. Regular update reports are received and shared with partners. The last operational group meeting was 6/5/16 which the Planning Officer attended.

Activities 2015-16	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress	Comments
5	Continue to actively participate in the Reducing Reoffending Change Fund PSPs governance groups, to deliver and sustain mentoring services to offenders in the NSCJA area.	As per PSP outcome framework.	March 2017	●	Chief Officer sits on governance groups for all PSPs operating within NSCJA area both at a national and local level.
6	Continue to actively support the Joint national PSP group in promoting the PSP model	Improved understanding of the added value that the PSP model offers to the justice system in achieving outcomes for offenders.	March 2017	●	The Chief Officer is instrumental in the PSP sustainability group. Funding has been secured up to March 2017.
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.)	All aspects of short term prisoner needs are met on liberation and all relevant universal agencies are engaging with justice agencies.	March 2017	●	Part of NSCJA core business. This will be ongoing throughout the lifespan of the plan. This is an improvement area within the National Strategy for Community Justice, and will be progressed through the transition work currently being carried out both locally and nationally. NSCJA officers are both an integral part of these processes.
8	Continue to progress work with NHS GG&C, GCJA and appropriate partners, to address health improvement of offenders and their families.	Improved positive health outcomes for offenders and their families, in particular children.	March 2017	●	Work has continued on this piece of work. The finished document, <i>Reducing Reoffending Reducing Inequalities Promoting 'Better Health, Better Lives' through Community Justice</i> has evolved over the last two years through a number of iterations.
9	Continue to 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.	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	March 2017	●	Community Justice coordinators are in post for all our local authority areas. NSCJA staff have and will continue to support throughout the lifespan of this plan. NSCJA officers have been an integral part of the local authority transition process, with inputs to steering groups and development sessions across NSCJA. Strategic Assessments were produced for all local authority areas in NSCJA. Nationally the CO sits on the transition group, and the planning officer has been heavily involved in working with CJ Coordinators and pulling together an Implementation Group for the Strategy OPI framework.

Activities 2015-16	Contributes to Action	Short/ Medium Term Outcomes	Timescale	Progress	Comments
10	Continue to engage with CPPs in local authority areas to start dialogue re procedures for transition to the new structure.	Integrated processes are in place between CPPs and NSCJA, working towards a smooth transition of duties and responsibilities.	June 2016		Presentations on the new model were delivered to all CPPs, and the dialogue has continued. NSCJA staff are an integral part of all local authority transition steering groups.
11	Coordinate and facilitate multi agency learning and development in line with national plan.	A fully informed and equipped Justice workforce.	March 2017		Ongoing work throughout the lifetime of the transition. All development sessions involve partners.
12	Continue to engage with SGCJD and partners in the progression of the offender agenda.	Improved positive outcomes for offenders, their families and communities.	March 2017		Planning Officer currently working with SGCJD in development of an Implementation Group ; organising the National Launch event in November and the development of Electronic Monitoring in Scotland. The Chief Officer is a member of the Transition Steering Group, the Guidance Sub Group and the Funding Group.
13	Continue to positively contribute to the development of the New National Community Justice Strategy through secondment to SGCJD	Improved positive outcomes for offenders, their families and communities.	March 2017		Planning Officer is joint lead in the development of the new strategy for community justice. National and regional engagement events have taken place. Currently organizing the National launch event in November. Following the Cab Sec's approval of the Strategy & OPI an Implementation Group is being established.
14	Continue to positively contribute to the development of Electronic monitoring in Scotland through secondment to SGCJD	Improved positive outcomes for offenders, their families and communities.	October 2016		Planning Officer currently working with SGCJD in the development of Electronic Monitoring in Scotland. Working group report and recommendations have been accepted by Cab Sec. Primary legislation work required for proposals. Demonstration project being developed around EM and support. This secondment continues.
15	Close NSCJA in line with the disestablishment plan	CJA staff	March 2017		Disestablishment plan approved by SG. National Disestablishment group established. Meeting organised on 13 th Sept at Renfrewshire House with key areas i.e. Finance etc

To: North Strathclyde Community Justice Authority

On: 16 December 2016

Report by: Chief Officer

Heading: Community Justice (Scotland) Act 2016 – Progress Report

1. Summary

- 1.1** Since the last meeting of NSCJA there have been several significant developments at both a national and local level.
- 1.2** Three key documents have been completed in final draft form and have been posted on the Knowledge Hub by Scottish Government. The National Community Justice Strategy, the National Outcomes and Performance Framework and the National Community Justice Guidance are now all available to assist the local partnerships and begin the local planning progress. Local Strategic Plans have to be submitted to Community Justice Scotland by 31st March 2017. All three documents will be formally launched by the Justice Secretary at an event in Edinburgh on 24th November. CJAs including NSCJA along with a wide range of other partners have been involved in the preparation of all these pieces of work and the NSCJA Planning Officer was seconded part-time to work on the National Strategy.
- 1.3** Following completion of the National Strategy, The Scottish Government Officers requested from the NSCJA Chief Officer that this secondment arrangement continue and be extended to near full-time to enable the NSCJA Planning Officer to assist with the current review of Electronic Monitoring. After discussion and agreement with the Convener we have agreed to the request and will keep it under review.
- 1.4** Interviews have taken place to appoint a Convener and Chief Executive for Community Justice Scotland. At the time of writing the names of successful candidates have not been made public although Government officers assure us that the timetable to establish this new organisation are on target.

- 1.5** On the 27th June the Transitions Group held a third National Event for the new local partnership officers and over 40 from all the Local Authorities attended. An outcome from this event was that the partnership officers will meet regularly on a national basis to share ideas and good practice and that COSLA and Scottish Government Officers will provide support to the group.
- 1.6** At the beginning of July, NSCJA and the other CJAs received a CJA Disestablishment Guidance Document prepared jointly by CJAs, Scottish Government and COSLA. The document provides guidance on a broad range of issues relating to the closure of the CJAs except Finance / Accounting matters and HR matters which are being dealt with separately. NSCJA officers are currently setting up meetings with IT, Finance and Corporate Services Departments in Renfrewshire Council to ensure a smooth closure of NSCJA.
- 1.7** The Scottish Government has written to all Chief Officers requesting they make arrangements for Training and Development Officers (TDOs) to remain within their existing posts until 31st September as it is uncertain whether Community Justice Scotland will have the Knowledge Hub established until then. We are currently working with officers from Renfrewshire Council to ensure the NSCJA arrangement continues. The Government will provide full funding (£30,000) to the Lead Councils for this 6 month extension.
- 1.8** New arrangements will be introduced for funding the Turnaround Service from 1st April 2017. The funding (£1.1 million per annum) will move from Section 27 via NSCJA and Renfrewshire Council to Section 10 funding directly from the Scottish Government to Turning Point Scotland. Discussions with Scottish Government and other partners including Local Authorities are ongoing around what effects if any this change will make to existing services. There has been a suggestion that the service will have to provide National coverage which is way beyond its current coverage of 10 local authority areas within NSCJA and SWSCJA. Scottish Government Officers will take over Chairing the Turnaround Steering Group after the next meeting in November.

2. Recommendations

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

3. Background

3.1 The Community Justice (Scotland) Act 2016 will take forward the legislative change necessary to establish a new model for community justice. The new model seeks to deliver better outcomes for communities by promoting a collaborative approach to the planning and delivery of improved outcomes, putting decision-making in the hands of local communities and agencies that are best-placed to assess local needs. Arrangements will be made at a national level to provide strategic leadership; enhanced opportunities for innovation, learning and development; and assurance on the delivery of improved outcomes. The model also recognises stakeholder views that community justice services should be person-centred, evidence-based and make best use of resources.

In particular, the Act will:

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

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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To: North Strathclyde Community Justice Authority

On: 16 December 2016

Report by: Chief Officer

Heading: SECTION 27 GRANT FOR CJSW

LOCAL AUTHORITY ANNUAL REPORT 2015-16

**ARGYLL, BUTE AND DUNBARTONSHIRES' CRIMINAL JUSTICE SOCIAL
WORK PARTNERSHIP**

EAST RENFREWSHIRE COUNCIL

INVERCLYDE COUNCIL

RENFREWSHIRE COUNCIL

1. Summary

- 1.1** The Local Authority Annual Report provides information to NSCJA on services which have been provided under the grant funding arrangement.
-

2. Recommendations

- 2.1** The Authority is asked to:
- a) Note the content of this report
-

3. Background

- 3.1 It is a function of NSCJA under Section 3 (5) e of the Management of Offenders (Scotland) Act 2005 to allocate to appropriate Local Authorities a grant in respect of Criminal Justice Social Work Services.

At its meeting on 12th March 2010 the Authority introduced Conditions of Grant for receiving Local Authorities, one of which is that they must submit an Annual Report to NSCJA outlining the services they have provided with the grant. The Authority requested Annual Reports 2014/15 to be submitted to the meeting on 4th September 2015.

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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Argyll, Bute & Dunbartonshires'



Criminal Justice Social Work Partnership

**Local Authority Annual Report to North Strathclyde Community Justice
Authority NSCJA**

2014-15

This report refers to the Argyll, Bute and Dunbartonshire's Criminal Justice Social Work Partnership; Argyll and Bute, West Dunbartonshire and East Dunbartonshire Councils.

Aggregate Return

In the annual report for 2104-15 a trend of declining demand was identified across the partnership authorities notwithstanding sometimes significant variations. One of these variations was that in the last quarter of 2014-15 West Dunbartonshire experienced an approximately 30% rise in the level of new Community Payback Orders compared to the same period in 2013-14. The higher level of community sentences involving CPOs was sustained throughout 2015-16 and involved a 34% increase overall. There have, as a result, been significant challenges to accommodate this increased level of demand, within the resources available. The rise in CPOs over 2015-16 has been accompanied by an increase in the number of Criminal Justice Social Work Reports submitted to court by the West Dunbartonshire service.

The demand for Community Payback Orders and Criminal Justice Social Work Reports in East Dunbartonshire has remained at a similar level to 2014-15. Activity levels both in respect of unpaid work requirements and supervision requirements have remained fairly stable over the past five years but are nonetheless challenging for a small CJSW team.

Despite a reduction in the demand for Criminal Justice Social Work Reports there was a small increase in the number of Community Payback Orders in Argyll and Bute. A significant ongoing challenge in relation to the delivery of services in Argyll and Bute remains that of reconciling the nature and pattern of demand with the dispersed nature of the major communities and efficient use of resources.

In West Dunbartonshire there are supervision requirements in 61% of the total, in Argyll and Bute in 48% and East Dunbartonshire 51%. Of CPOs with supervision requirements 79% and 83% and 59% respectively also have unpaid work and other activity requirements. Within the total, the number of new orders involving a supervision requirement, either on its own or with an unpaid work requirement has risen significantly in West Dunbartonshire and remained at a similar level to that of 2014-15 in East Dunbartonshire and Argyll and Bute.

Over several years, all partnership authorities have noted an increase in the average age of offenders dealt with by the Criminal Justice Social Work Service. In 2014-15, 45% were over 31 years with 18% under 21 years. For some time the average age of offender subject to supervision in the community has been around 30 years. There has been no discernible change in profile in 2015-16.

The demand in respect of through-care; that is the supervision of offenders subject to post custodial supervision in the community, has been characterised by a modest but steady year on year rise for the past six years. A particular feature of 2015-16 has been a rise in the number of Supervised Release Orders.

Community Payback Orders

The principles underpinning CPO are predicated upon evidence of the positive impact on the community in terms of paying back directly through unpaid work and/or other rehabilitative measures. As a matter of public policy, CPO and other measures within the Criminal Justice and Licensing (Scotland) Act 2010, such as a presumption against custodial sentences of three months or less, are a constructive attempt to achieve a more balanced and proportionate approach to sentencing; among other effects reducing the “churn” of repeated short sentence admissions. At the time of writing a decision is pending regarding the extension of the presumption against short sentences which if progressed is anticipated to result in a further increase in demand for CPOs.

Public visibility and feedback

As noted in previous reports since the introduction of CPO, the concept of payback appears to strike a chord with individuals, community organisations and the media, beyond the high levels of satisfaction consistently reported by recipients of unpaid work . Throughout the Partnership unpaid work staff have continued to promote and consult regarding unpaid work projects.

The partnership authorities continue to receive constructive publicity in respect of unpaid work projects and are proactive in encouraging service recipients, where appropriate, to acknowledge the contribution of community payback in any publicity generated by the project. This is helpful in combination with word of mouth in generating interest in and referrals to the unpaid work teams within the Partnership. We have several instances of projects resulting in spin off benefits in terms of additional opportunities for unpaid work projects.

One of the consequences of a greater emphasis on the visibility of community payback has been the development of projects of benefit to the wider community or groups of beneficiaries. This has had the effect on services of developing a level of skill and expertise in tasks associated with environmental projects, such as footpath restoration, kerbing, drainage etc. in turn leading to greater confidence in referring organisations.

Work has continued to identify new projects and sustain or extend existing ones where appropriate. The unpaid work teams operate within a range of resource constraints the principal ones being the number and availability of individuals subject to unpaid work requirements. The result of this is that for instance the West Dunbartonshire service can from time to time commit to larger scale projects requiring double squads whereas this is less possible in Argyll and Bute and East Dunbartonshire.

Feedback from communities and organisations has been very positive regarding unpaid work undertaken by offenders subject to CPO. Some of the activities carried out to communicate the benefits of community payback orders to the wider community have been -

- Publicity in local press on projects being undertaken/completed
- Details on Council /Community organization websites
- Feedback via elected members
- Community/organization newsletters

When considering projects to be undertaken by offenders on unpaid work the benefit to the community is taken into account. These benefits include,

- Improves local area/amenities for residents and visitors
- Discourages anti-social behavior including vandalism and fly tipping, if area looks attractive and consequently is used regularly for legitimate purposes
- More attractive place to live and visit (stop as opposed to driving past)
- Nature trails and paths now being used by more families to enjoy
- Enabled the disadvantaged and those most at need in the community to benefit from and have access to facilities and environmental options on their doorstep
- Hitherto inaccessible areas/amenities now available and maintained

Working on these projects also has a number of benefits to the offender including,

- Increase in self esteem and self worth
- Sense of achievement
- Learning to work together as a team
- Allows them to see how their work has been good for the local community
- Encourages a work ethic
- Improved motivation
- Improved employment prospects
- Opportunities for new skills and training (See below re SVQ)
- The provision of role modeling by the work supervisor

One of the positive results for offenders undertaking unpaid work is the experience and skills it gives them to improve their chances of obtaining paid employment. Some have been successful in gaining employment or continuing to undertake voluntary work. An ongoing initiative is access to a SCQF level 2 gardening skills qualification through a gardening project in Dumbarton. The Unpaid work team continues to have access to allotments in Dalmuir and Dumbarton and the food produced continues to be donated to local food share schemes.

In all areas over 2015-16 work has continued to ensure that the immediate gains accruing from work projects are not lost, and that in particular improvements to amenities and access continue to be developed. There is, wherever possible, an aspiration to work alongside other organisations and volunteers.

Unpaid work projects in East Dunbartonshire have included environmental projects including regular work undertaken in and around Mugdock Park and work alongside community groups and schools typically helping create the basic infrastructure for development and use by the group or organisation concerned. 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.

In Argyll and Bute the service has engaged with local charitable trusts as a means of finding appropriate tasks for our service users that not only benefit the communities but also the individuals. Examples of these continuing projects are the Barbluie Project, a woodland trust project, assisting in planting and general wood maintenance. It equips services users with employment skills and benefits the community by enhancing the local area.

Similar work is undertaken at the Glenfinnart walled garden in Ardentinny. This project also enables services users to grow vegetables that they can then take home to their families, thus offering work based skills and healthy living.

In all areas Unpaid work team staff undertake formal liaison/presentations to groups and organisations as well as utilizing the benefits of informal networks and relationships. Typically, this would involve someone involved in a local organization or project finding out about the work undertaken by unpaid work teams informally and approaching us for assistance.

Contracted Services

Alternatives are commissioned to provide the Throughcare Addiction Service (TAS). The level of grant for TAS rendered the in-house service vulnerable in face of demand from competing statutory priorities. In 2015-16 this service dealt with 106 referrals, a slight rise from the previous year.

The relationship with Apex Scotland created to deliver the Fiscal Work Order Pilot was formally terminated in the first quarter of 2015-16. This occurred as a direct result of reductions in the level of grant allocated and to the wider need for efficiency savings.

All contracting arrangements are subject to review in terms of fitness for purpose and value for money.

The Turnaround Service (Turning Point Scotland) co-located in the CJSW office in Dumbarton during 2011 and continues to contribute to and support the work of the team, providing “other activities” for the CPO unpaid work team and supporting offenders subject to supervision requirements. This service is well embedded within the team and is highly valued in terms of supporting the case management of offenders subject to CPO. The service extends one day per week to Dunoon and Kirkintilloch. Turning Point Scotland also support our delivery of the women’s project (Moving Forward), noted below.

The experience of the service in relation to the co-location of third sector (and health staff) and the delivery of services on site continues to be positive and constructive in terms of establishing very effective front line operational relationships to the benefit of mutually agreed outcomes.

3. Accredited Programmes

Constructs PSSO is available in West Dunbartonshire, Helensburgh and Lomond. Referrals etc. figures in relation to referrals and completions for 20013/14 are,

- a) Number of referrals: 21
- b) Number of clients completed: 11
- c) Number of clients breached/failed to attend: 8

The above has been achieved within the context of a number of operational difficulties which impacted levels of referral.

4. Compliance/Complaints/Client Feedback

The service received one formal complaint which was investigated and found to be groundless.

With regard to customer feedback the most extensive is in respect of unpaid work with 100% of respondents (persons in receipt of unpaid work service) stating that they would use the service again. This figure has been consistent for some time with similar/identical headline outcomes.

- All customers who responded found the work completed was to a satisfactory, and the majority a good, standard
- All customers who responded found the behaviour and conduct of those undertaking the work to be satisfactory with the majority of a good standard
- All customers who responded found contact with the officer undertaking the assessment of the work to be done satisfactory with the majority finding it helpful

Feedback from offenders at the conclusion of Orders is also sought and analysed. We have made some effort to improve the level of feedback returns but of course they tend on the whole to reflect the views of those who have achieved success. The overall position remains one of high levels of satisfaction with the service in terms of having the requirements of Orders explained and being treated fairly (100%). 92% of respondents indicated that they felt that work undertaken with their Supervising Officer was useful in terms of addressing the problems and changing their behaviour. This is almost the same as in the previous three years.

With regard to unpaid work, 100% thought they were treated fairly and 96% thought they were unlikely to re-offend. 95% thought that the work was rewarding. Both formal and informal feedback provides evidence of the value placed on the type of environmental project described above.

There have been no issues raised under the terms of Partnership Authorities whistle blowing policies.

There have been a number of tasks/activities undertaken over 2014-15 relevant to compliance and overall service performance.

Unpaid Work

Progress with regard to satisfying the service's obligations regarding immediacy and speed; getting offenders inducted and on unpaid work placements within seven working days remains challenging (see performance indicators below) particularly over 2015-16 in West Dunbartonshire . Where practicable, partnership authorities assist one another, for instance deploying unpaid work supervisors.

Changes which have involved more robust initial reporting and systematic induction arrangements and changes to placement working hours have been associated with improved levels of initial and overall compliance in areas less affected by workforce turnover etc. most obviously in West Dunbartonshire which has the advantage of relative scale and proximity to the source of most of the demand for services (Dumbarton Sheriff Court). These advantages extend to the Helensburgh/Lomond area of Argyll and Bute. Despite these advantages the sustained rise in demand over 2015-16 has presented challenges noted below.

Planning and performance Improvement.

The Partnership is currently working towards the conclusion of a performance improvement programme revised for 2014-17.

The programme involves a schedule of audits involving elements of peer group, line manager and senior manager scrutiny. The results of audits are collated and reported to managers and staff with specific performance improvement measures identified. In 2015 the partnership undertook audits in respect of unpaid work and supervision requirements .

The Partnerships Planning and Performance Framework which brought together national, CJA and local strategic objectives and outcomes in a clear relationship with strategic and operational improvement plans was reviewed and revised in format and content in 2013-14 leading to the creation of a new

framework for 2014-17. The operational impact of the PPIF has been extended to the front line through the creation of team plans which are reviewed on a regular basis by front line managers. Progress with regard to the PPIF is reported regularly to the Partnership Committee via a Balanced Scorecard.

Over the course of 2015-16 approximately 97% of the actions identified within this period in the strategic and operational plans were completed. The PPIF was reviewed and revised in format and content in 2013-14 leading to the creation of a new framework for 2014-17.

The Partnership's Commissioning Strategy was reviewed, revised and extended to 2014-17. In undertaking this review the Partnership Strategic Management team took account of the forthcoming changes affecting the strategic planning and delivery of community justice. The PPIF and Commissioning Strategy focus on issues supporting the continuing delivery of good quality services.

As part of the Partnership's Planning and Performance Improvement Framework a Balanced Scorecard has been created to monitor progress of the three year Strategy Map. The Balanced Scorecard was implemented from the 1st April 2014 and is reported to the Partnership Joint Committee on a quarterly basis.

In response to the challenges and opportunities presented by the re-design of community justice the CJSW partnership has taken a lead role in bringing together statutory partners and the production of a single transition plan endorsed by the three partner authority Community Planning Partnerships in December/January 2016. The changes to the planning and delivery of Community Justice, the impact of sustained financial retrenchment and new levels and patterns of demand led to the establishment of a number of work-streams in 2015 to review current CJSW partnership arrangements and provide options for the future. This work has continued into the present year and will shortly conclude.

These developments at partnership level have been complimented by the redesign of service delivery within local authorities, completed within Argyll and Bute and presently in progress in West Dunbartonshire.

At the time of writing work has commenced to review the Partnership's Planning and Performance Framework. The work undertaken in this area will refer to the new national Strategy for Community Justice and support the contribution of CJSW to the development of the Outcome Improvement Plans required under the terms of the Community Justice (Scotland) Act 2016.

5. National Standards

Performance may be influenced by factors over which the service has little direct control. This applies to all authorities particularly in relation to staff turnover and retention. There is clearly a direct correlation between higher levels of staff turnover and more recently significant increases in demand and variations in performance which can affect any or all of the partnership Authorities.

Percentage of court reports submitted by due date 2015-16

Argyll and Bute: 98.7% West Dunbartonshire: 97% East Dunbartonshire 99%

Percentage of individuals subject to CPO who attend an induction session within five working days (note this includes both supervision and unpaid work requirements)

Argyll and Bute: 70% West Dunbartonshire: 88.5% East Dunbartonshire: 82%

Percentage of Unpaid work/other activity requirements commenced within seven working days

Argyll and Bute: 46% West Dunbartonshire: 69% East Dunbartonshire 69%

Over time, performance, as reflected in the above indicators, fluctuates. The fluctuations are associated with identifiable operational pressures / difficulties and / or issues re data input and retrieval. Thus the challenges referred to above in the context of a sustained rise in demand in West Dunbartonshire is reflected in delays in commencing unpaid work requirements.

6. **Projects and Developments**

Note the services below cover West Dunbartonshire and the Helensburgh/Lomond area.

A women's group-work programme continues to be delivered in the West Dunbartonshire, Helensburgh and Lomond areas. This area has over recent years experienced relatively large numbers of women subject to community supervision (41 new CPOs with supervision requirements in 2015-16). The themes or issues addressed include readiness to change, self-esteem, anger and conflict, relationships (partners, children, family and others), substance misuse, parenting skills, health (lifestyle risks, diet, sexual health, fitness) and access to training education and employment. A key element of the programme is establishing a relationship with a range of service

providers/agencies through direct input to sessions and where appropriate the establishment of contact and referral independent of the programme.

Agencies/services involved include Community Learning and Development, (Working 4U), West College, Stepping Stones, NHS and addiction services. A feature of the programme is working alongside women to determine their own specific needs and goals.

A dedicated member of staff has been deployed to develop and support the group-work programme, particularly in relation to the engagement of other agencies and services, for instance in relation to health and wellbeing. It has also provided the capacity to work very intensively with a small number of very vulnerable women and support them to establish more stable lifestyles including engagement with appropriate services. Whilst it is risky to describe the work undertaken with reference to a typical case it is nonetheless the case that almost without exception the women receiving the intensive have experienced considerable trauma over the course of their lives frequently stretching back into childhood. The service provided support to 26 individuals over 2015-16. The weekly group-work sessions were attended by an average of 6 women per session and very intensive work undertaken with seven women. There is a recognition that signposting and referral to appropriate agencies requires to be backed up by practical support and encouragement; thus in 60% of cases where contact with another agency results in a referral, the client will be accompanied by the project worker to at least the first appointment. This service demonstrates in very clear terms the practical application of the aspirations underpinning community justice.

The continued availability of funding for women's services has permitted the service to sustain and continue to develop this service with work ongoing to increase the range of relationships with other agencies and services both in respect of individual women but also to develop support beyond exit from Criminal Justice services and diversionary/preventative activity.

The Partnership has hosted a Women's Safety and Support Service funded by the Scottish Government Equalities Unit (Violence Against Women Funding Stream) since 2008. Funding was secured for 2015-16, and a further funding bid has been successful for 2016-17.

The project is located within and managed by the CJSW team in Dumbarton and provides a service to female partners / ex-partners of domestic abuse perpetrators subject to statutory supervision and to female offenders experiencing domestic violence and other forms of gender based violence. It is a direct response to the historically, very high incidence of reported domestic violence affecting West Dunbartonshire and empirical evidence of the impact of gender based violence on female offenders. The service covers West Dunbartonshire/ Helensburgh Lomond area.

The service's objectives are to;

1. Increase the safety of women and children experiencing domestic violence within a criminal justice context
2. To achieve better outcomes for women and children experiencing domestic abuse
3. To provide a service to female offenders which recognises the impact of gender based violence in relation to routes into and out of offending
4. To raise the profile of the effects of gender based violence on the women who receive the service

The service received 55 new referrals in 2015-2016. The main sources of referral were Criminal Justice Team, Early and Effective Intervention Team (Police Incident) and ASSIST. 17 cases were carried forward into 2016-17.

The service has developed an input into the women offender's group-work programme and supports a service users group.

The Women's Safety and Support Service maintains a high level of commitment to training and practice development to staff across a range of services and in 2015 published; Responding to Violence Against Women, Supporting Survivors and Managing Risks; A Good Practice Guide

West Dunbartonshire has in the past developed and run programmes for perpetrators of domestic violence. Notwithstanding some evidence suggesting the success of these initiatives they could not be sustained in the face of year on year demands for efficiency savings. At the time of writing we are participating in a short life sub-group of the West Dunbartonshire Violence Against Women Partnership exploring the options and possibility of addressing this significant gap in the response to a significant local need with a third sector partner. The recent additional funding provided to support community sentences may provide an opportunity to support this initiative.

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Partnership Manager
Argyll, Bute and Dunbartonshires'
Criminal Justice Social Work Partnership

REPORT TO NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY

LOCAL AUTHORITY ANNUAL REPORT 2015-16

East Renfrewshire Criminal Justice Social Work Services

Community Payback Orders

- 1 The Aggregate Return and Unit Data information for 2015-16 have been submitted separately to this report.
- 2 Figure 1 illustrates areas of service where an increase or decrease in workload by 5% or more compared to the previous year's figures was recorded.

Fig. 1: Workload variation of +/- 5% or more: 2015-16 from 2014-15

Area of service	Number 2015-16	Number 2014-15	Change (n)	Change %
Criminal Justice Social Work Reports	230	183	+47	+25%
Community Payback Orders (Level 1)	34	32	+2	+6.25%
Community Payback Orders (Level 2)	78	67	+11	+16%
Community Service Orders	0	1	-1	-50%
Throughcare (released prisoners)	10	8	+2	+25%

- 3 No new Community Service or Probation orders were imposed in 2015-16, reflecting the shift to Community Payback Orders (CPOs).
- 4 Requests for criminal justice social work reports increased by 25% from 2014-15.
- 5 The shared DTTO service, provided by East Renfrewshire CHCP, was disaggregated to individual local authorities from 1 April 2015. There were no new DTTO assessments for East Renfrewshire residents this year, reflecting ongoing limited usage of this disposal for the local population.
- 6 Anecdotal feedback from social work practitioners suggests that alcohol misuse remains more prevalent than problematic substance misuse, however DTTO as a disposal has not been fully tested regarding new drug misuse trends eg: New Psychoactive Substances (or 'legal highs').

Throughcare services for released prisoners show an increase of 25%, this equates to 10 individuals returning to the community subject to statutory supervision, 2 more than in 2014-15.

- 7 CPOs increased by 13 from the previous year. Figure 2 summarises information on 112 CPOs containing 165 requirements imposed on offenders from East Renfrewshire during the 2015-16 financial year.

Fig. 2: Community Payback Orders (East Renfrewshire offenders) and requirements

Requirement	Total	Percentage of total requirements
Supervision	56	34%
Unpaid work and other activity	97	59%
Conduct	2	1%
Programme	4	2.5%
Drug Treatment	1	0.5%
Alcohol Treatment	2	1%
Mental Health Treatment	0	0
Compensation	3	2%
Residence	0	0
TOTAL	165	100%

- 8 Figure 3 summarises the number of requirements per order imposed during the same period.

Fig.3: Number of requirements per CPO

Number of requirements per Order	Number of Orders	Percentage of total Orders
1	68	60.71%
2	36	32.14
3	7	6.25%
4	1	0.89%
5	0	0
6	0	0
TOTAL	112	100%

- 9 During 2015-16, courts included unpaid work and other activity requirements in 86.60% of all CPOs.
- 10 The supervision requirement was included within around 50% of orders, thus being the second most used requirement by courts and reflecting the same percentage from 2014-15.
- 11 Thereafter, conduct, compensation, alcohol treatment and programme requirements were used in 12 CPOs, down from 20 orders in 2014-15 and largely reflected in a decrease in use of conduct requirements.
- 12 Alcohol treatment requirements were met by referral and engagement with East Renfrewshire Community Addiction Team.
- 13 The programme requirement was used in 4 orders, with 3 offenders being required to attend Pathways to undertake the Moving Forward Making Changes programme. One offender was required to attend for drug counselling.

14 A number of other sex offenders sentenced to community based supervision during 2015-16, were provided with accredited intervention on an individual basis, as they did not meet the criteria for the groupwork setting.

15 With Community Service and Probation not being used in the last year, figure 4, below, compares disposals with supervision and unpaid work requirements in 2015-16 with 2014-15:

Fig. 4: New CPOs, probation and Community Service orders 2014-15 and 2015-16

Disposal	2014-15	2015-16	Variation 2014-15 to 2015-16
Probation – Including English Orders	3	0	-3
Section 229	0	0	0
CPO with supervision requirement	49	56	+7
Community Service	1	0	-1
CPO orders with unpaid work requirement	85	97	+12
Total orders with supervision	52	56	+4
Total orders with unpaid work	86	97	+11

16 New cases with supervision requirements increased by 4, whilst those with unpaid work requirements increased by 11 from 2014-15, representing a notable overall change in workload within these categories of service delivery.

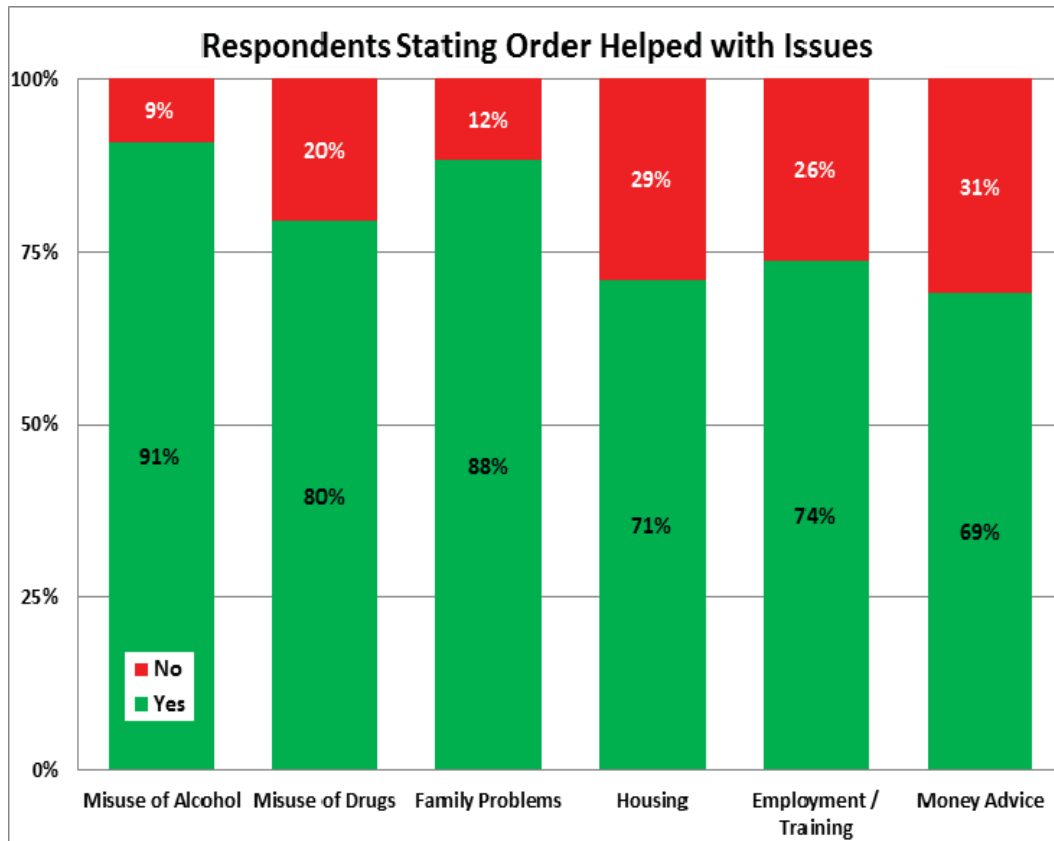
17 An ongoing factor in overall workload, though not wholly contained within CPO information above, is the impact of an ongoing high rate of sex offenders subject to social work supervision. This increase continues to place significant demands upon the criminal justice team and key partners including the MAPPAs unit, police, housing and health colleagues.

18 As part of ongoing service user consultation and feedback, analysis of completion surveys during 2015-16 found that:

- Most offenders completing orders were male with an average age of 35
- 96% of offenders identified as White Scottish
- Offenders thought supervision was very strict – 19%, quite strict – 38% or ‘ok’ – 37%
- 95% felt that supervision had helped them to look at reducing re-offending
- Alcohol misuse, family relationship problems, employment/training and money advice were the most common needs that were addressed.

19 This empirical data provides at least some indication of the views of offenders regarding their experience of supervision in the community as illustrated in Figure 5 below.

Fig. 5: Respondents evaluation of issues addressed 2015-16



20 Links with partner services and organisations have enabled the range of requirements within CPOs to be provided effectively, with the aim of contributing to an overall reduction in risk of re-offending.

21 The visibility of the benefit of CPOs for local communities has continued to be important to service planning and delivery during 2015-16 by a number of projects, in partnership with Adult Services, at the Barrhead and Thornliebank Centres, working with managers and service users from Learning Disability Services. The service has continued its close working relationship with the Barrhead Melo Velo Club and community cycle repair project. One individual placed there is now volunteering on a part time basis.

22 Locally we have continued to support local voluntary agencies and charities including Capability Scotland, Barnados and Crossreach. We continue to provide help to the community by accepting referrals from our Occupational Therapists and Housing Services to assist older people in East Renfrewshire.

- 23 A number of new initiatives involving the unpaid work service were established during 2015/16. In particular, strong links have been established with Voluntary Action East Renfrewshire. During 2015/16, a spring clean event was organised in conjunction with this service. This involved canvassing local community groups to vote on which services would benefit from an environmental tidy up. This will become an annual event as the service seeks to establish and improve links with local community groups.
- 24 Other initiatives 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. Also, a number of service users have continued to undertake voluntary work locally when they completed their order and some have remained as volunteers at personal placements.
- 25 The range of feedback from beneficiaries and placement providers has been positive, including comments from a local day centre manager who described the service provided as invaluable to the smooth running of their service. The manager also commented on how obliging the service users are at dealing with any requests for assistance. The unpaid work team have also assisted in decorating accommodation following requests from Community Care and our Children and Families service.
- 26 Consultation with a range of community based partners, ongoing contact with media relations colleagues alongside information to the Sheriff Principal for North Strathclyde and reports to the HSCP Integrated Joint Board have ensured that the profile of criminal justice social work services, including CPOs continues to be raised.
- 27 Further community consultation during 2016-17 will be supported by colleagues in media relations and community planning. This will be particularly helpful to ensure public awareness of CPOs and wider criminal justice social work services in advance of the transition to the new community justice model.
- 28 In 2015/16 the criminal justice service took over full responsibility for managing prison Throughcare arrangements locally. Previously this had been managed by Inverclyde Council across East Renfrewshire, Renfrewshire and Inverclyde. In practice, this transition was managed smoothly with 37 cases being transferred over to the team. Criminal Justice staff have viewed this change as positive and have adapted well to the new demands placed on them. All prisoners are seen during the course of their sentence by social work staff and the team now provides a range of reports to the Parole Board for Scotland.
- 29 The strong links that exist between East Renfrewshire Housing Services and Criminal Justice Social Work Services have assisted in the successful resettlement of people being released from prison. This has enabled prisoners being released to access accommodation prior to release and ensure a smoother transition back to the community.

- 30 A significant development during 2015-16 has been linking in with Third Sector agencies that support people with convictions on their release from custody. One individual accessed the Positive Prisons/Positive Futures service which employs people with convictions to support prisoners when they are released from custody. Support from this agency enabled the individual to resettlement and successfully complete their period on licence.

Contracted Services

- 31 East Renfrewshire's grant allocation included provision for the following non-core services across East Renfrewshire, Inverclyde and Renfrewshire:
- Arrest Referral
 - Social work services to the Forensic Community Mental Health Team.

Arrest Referral

- 32 With the disaggregation of DTTO services to each local authority on 1 April 2015, Arrest Referral provision for East Renfrewshire and Renfrewshire transferred to Paisley Court social work team. Grant allocation arrangements now reflect this change. Inverclyde Council provide this service to Greenock Sheriff Court.

Forensic Community Mental Health Team:

- 33 This service, provided by NHS Greater Glasgow and Clyde, includes social work staff employed by East Renfrewshire HSCP, co-located with forensic community psychiatric nurses, a psychologist, a psychiatrist, an Occupational Therapist and medical secretaries, working with mentally disordered offenders living in the community or preparing for release from hospital/custody.
- 34 Whilst the annual criminal justice grant contributes towards the cost of social work service provision, the three local authorities provide additional funding from their Community Care grants to support this service. The clinical team determines individuals who meet the criteria for forensic mental health services and, as such, this includes some offenders subject to statutory criminal justice disposals as well as others who may not have offended for several years but remain subject to mental health orders, including orders of restriction, due to ongoing risks to themselves and others. During 2015-16, social work staff supported the following individuals:
- East Renfrewshire: 5
 - Inverclyde: 1 (managed by East Renfrewshire on behalf of Inverclyde)
 - Renfrewshire: 24.

- 35 Individuals are subject to statutory criminal justice orders, compulsion orders with restriction (and therefore included in multi-agency public protection

arrangements - MAPPA) and compulsory treatment orders or are informal patients who are not subject to criminal justice or treatment requirements.

- 36 Whether an individual is subject to a criminal justice order, mental health order or is an informal patient, they will remain a patient of the team on a long-term basis; as such, criminal justice orders comprise a small proportion of the social work caseload and, following completion of a community-based order or licence, the individual will remain within the social work caseload due to the severe and enduring nature of their mental illness.

Accredited Programmes

- 37 During 2015-16, referrals were made to the accredited Moving Forward Making Changes Programme (MFMC). This programme has been designed for the treatments of adult male offenders convicted of a sexual offence, or non-sexual offence which is considered to contain a sexual element, and have been assessed as presenting a medium to high risk of reoffending using validated risk assessment tools.
- 38 Individuals convicted of prolific, non-sexual and low-risk violent offending were referred to the Constructs (Positive Steps to Stop Offending) Groupwork Programme
- 39 Both programmes are provided by staff within Renfrewshire Council and further information is included within the Renfrewshire report.

Compliance/Complaints/Client Feedback

- 40 Compliance: The MAPPA level 1 audit conducted by the MAPPA unit indicated that of three cases sampled, two were considered very good and one was considered good.
- 41 Complaints: one complaint was received regarding criminal justice social work services during 2015-16 which was upheld.
- 42 Individuals completing accredited groupwork programmes are also subject to regular professional feedback and modular review. This enables local managers to track compliance and informs the direction of individual supervision of offenders by East Renfrewshire criminal justice staff.
- 43 Furthermore, reviews of orders and licences, held every 3-6 months, record ongoing offender feedback and allow individuals to contribute to reshaping their action plan from that created at the point of sentence. Reviews are also attended by partner agencies contributing to the action plan.
- 44 For offenders subject only to unpaid work, telephone contact at the end of their Order and the offer to meet the team manager to give feedback directly expand

the range of information gathered from offenders subject to statutory supervision.

45 As noted above, completion surveys are analysed each year to provide useful information on offenders and their views of supervision. Within this feedback, offenders stated that the most helpful aspects of their order included:

- 'social worker was very helpful'
- 'the social worker was definite help'
- 'someone to talk to'
- 'had a good look at my offending'
- 'helping me mature a bit'
- 'made me cut down my drinking'.

46 The worst aspects of being supervised by the criminal justice team included:

- 'going back and forth to court for reviews'
- 'unpaid work'
- 'feelings of guilt'
- 'attending appointments'

47 'Ways that offenders felt supervision could be improved included:

- 'don't think it needs changed'
- 'more flexible appointment times'.

48 No issues were raised for criminal justice social work services within the Council's whistle blowing policy.

National Standards

49 Figure 6 illustrates information on performance indicators for 2015-16.

Fig. 6: Key Performance Indicators (2015-16)

Criminal Justice Social Work Reports¹	
Reports requested by courts	272
Reports allocated within 2 day timescale	272 (100%)
Community Payback Orders	
Total hours of Unpaid Work completed to benefit the local community	10,887
CPO - % of unpaid work placements commencing within 7 days	45%
CPO - % of unpaid work placements completed within 6 months	74%

50 The average hours of unpaid work completed per week was 7, in contrast to 8.26 hours from 2014-15 reflecting :

- the impact of staff changes to unpaid work staff during the initial period of 2015-16

¹ this figure includes a range of reports not included in the aggregate return, in line with reporting requirements of the Scottish Government.

- offenders with work commitments being unable to attend more than two days per week.
- 51 For individuals with problematic compliance or ill health, a process of internal reviews ensured a quick response to reduce the risk of drift within an order.
- 52 A first appointment for each offender, (the same day as sentencing) is included in each report to court. This is beneficial in ensuring work placements begin within seven days. This achievement had reduced during the initial period of 2105-16 due to some service redesign, however, improved monitoring and follow up by unpaid work staff has indicated improvement in this area. We will continue to monitor this during 2016-17.

In-House Developments

- 53 Locally offenders subject to community based disposals are encouraged to access learning and employability opportunities such as updating CVs, job applications, voluntary work and training. This can be accessed through Work-ER, Voluntary Action or our No Barriers project which assists people to improve IT skills and complete online job searches. This can contribute to the 'other activity' component of unpaid work requirements. One ex-prisoner accessed our No Barriers Service to improve his IT and literacy skills.
- 54 A new worker joined the team in 2015-16 to strengthen links between our Youth Intensive Support Service (YISS) and the adult criminal justice service.
- 55 The Team Manager continues to attend the Young Persons Referral Group (YPRG) on a monthly basis. This group reflects the HSCP and Council's commitment to Early Effective Intervention and receives referrals from police and schools.

Future aims and objectives for the service in 2016-17

During 2016-17 we will strive to continue to consolidate our developments in the service as we move towards the new national model for community justice. We will aim to improve the reintegration of offenders from custody to community as well as having stronger engagement with communities and partners. A number of actions are planned for 2016-17 including:

- Increased awareness of the service and stronger engagement with local communities
- Developing our local links with the Employability Pipeline
- Building on links with our Voluntary sector partner
- Developing links with local employers/trainers
- Improving service user feedback and involvement.

INVERCLYDE COUNCIL CRIMINAL JUSTICE SERVICES ANNUAL REPORT FOR FINANCIAL YEAR 2015/16 TO NORTH STRATHCLYDE COMMUNITY JUSTICE AUTHORITY

1. AGGREGATE RETURN

The Scottish Government return for 2015/16 is again in two parts.

The first part reports on all activity with the exception of Community Payback Orders (CPOs) and Drug Treatment and Testing Orders (DTTO). This latter information is contained in part two and is provided at a unit level opposed to being aggregated. Both returns are still to be finalised. Thus the figures which are used in this report could be revised at a later date.

2. COMMUNITY PAYBACK ORDERS (CPOs)

2.1 In 2015/16 there were **347** new CPOs made, compared with 292 in 2014/15. This is an increase of **19%**. At point of sentence a CPO can consist of a number of requirements, of which there are nine. There is no limit on the number of requirements which the Court can impose and this will usually be decided upon with reference to a Criminal Justice Social Work (CJSW) Report. The table below provides a breakdown of the requirements for 2015/16:

REQUIREMENT	NUMBER OF REQUIREMENTS
Offender supervision	171
Compensation	3
Unpaid work and other activity	266
Programme	43
Residence	0
Mental health treatment	0
Drug treatment	12
Alcohol treatment	16
Conduct	2

Alcohol and Drug Treatment Requirements were met with referrals to Inverclyde Integrated Alcohol and Drug Services. Colleagues from these Services are routinely invited to CPO review meetings to facilitate an integrated approach to support and to maintain an overview of compliance. Programme Requirements were met by including individuals in either one of several general offending programmes provided by Action For Children (AFC) or in Moving Forward Making Changes (which replaced the Community Sex Offender Groupwork Programme) and is delivered by our colleagues in

Renfrewshire. Again, staff delivering these Programmes would be invited to CPO Reviews.

2.2 There are two main requirement types, Supervision and Unpaid Work, which drive Criminal Justice Social Work activity. As highlighted in the table below these have largely increased year on year since the introduction of the CPO in February 2011, with a resulting impact on Service resources.

CPO Requirement	2011/12	2012/13	2013/14	2014/15	2015/16
Supervision	65	101	94	120	171
Unpaid Work	70	176	201	230	266
Total	135	277	296	350	437

CPO Supervision and Unpaid Work Requirements in the main replaced Probation and Community Service for offences committed on or after 1st February 2011. As can be seen from the table above, in 2015/16 we were managing 437 such requirements. However, in 2010/11 the combined total of Probation and Community Service Orders was 207. This represents a **111%** increase in workload for the Service over the intervening period and demonstrates the traction of the CPO as a disposal for Courts.

This increase in activity has specifically presented challenges for the Service with regard to meeting the speed targets set by the Scottish Government in relation to the time taken to get service users through their unpaid work. To help meet this challenge the Service has made improvements to the data it captures, particularly around tracking hours of work completed by those sentenced to unpaid work, as well as the recruitment of additional staff.

2.3 Notwithstanding the above challenges, we have managed to provide a broad range of placements for service users on unpaid work which have not only provided opportunities for them to undertake meaningful payback to the community within Inverclyde but also to learn new skills which may enhance their employability. Examples of the types of unpaid work undertaken in 2015/16 include:

- Internal and external painting and decorating, repair and extension of walkways, clearance of bushes and overgrowth from garden sitting areas within the McPherson Centre (Gourock), Fitzgerald Centre (Greenock) and the Fitzgerald Respite Flat (Greenock) which support individuals and families engaged with Learning and Disability Services.
- 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).

- Painting and decorating of flats, prior to occupation, at the request of Women's Aid.
- Work with the Belville Street Community Garden Project in preparation for the distribution of planters around the east end of Greenock.
- 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.
- Grounds work at R.E.A.C.H for Autism.
- Support to maintain the fabric and grounds of religious establishments, from painting and decorating to grounds maintenance.
- Individual placements within local charity shops.
- Maintenance and litter picking on local cycle tracks, which are part of the National Cycle Network in Scotland.
- Coast-line litter picking.

During 2015/16, a total of 19,373 hours of Unpaid Work were completed in Inverclyde.

3. OTHER CORE ACTIVITY:

The data currently available would suggest that there are some notable variations in this year's aggregate return when compared with the 2014/15 data. However, rather than utilising a +/- 5% threshold, given that in some instances the actual numbers are small to start with, what is detailed below are those variations which could have potential workload/funding implications. Also included, in brackets, are the actual reduction/increase in activity.

WORKLOAD	% VARIATION
Court Services	+25% (190)
Throughcare (New Cases in Custody)	-60% (9)
Throughcare (Voluntary Assistance)	-61% (17)

The increase in Court Service activity reflects both improvements in our data capture processes as well as the impact of the Court closing at Rothesay and business being directed to Greenock Sheriff Court. We have also seen an increase in work from the Dunoon area too.

With regard to the fall in throughcare activity, this is the first year of operating under the new arrangements which arose from the disaggregation of what was previously a shared throughcare service across the local authorities of

East Renfrewshire, Inverclyde and Renfrewshire. Consequently, we have had to develop a number of processes to capture our throughcare data which are only now being fully tested in preparing for the Scottish Government return. As noted earlier the return is yet to be finalised and thus there could be further revision of these figures, particularly in the area, prior to submission.

Notwithstanding the above, the fall in voluntary throughcare activity is likely to reflect both the impact of the national PSPs and introduction of SPS Throughcare Support Officers all of which aim to support individuals leaving custody where there is no statutory supervision arrangements in place.

Finally as with throughcare, Drug Treatment and Testing Orders were disaggregated back to the individual authorities of East Renfrewshire, Inverclyde and Renfrewshire. This has necessitated not only developing systems to capture data but putting in place the infrastructure to deliver the service itself. It is to the credit of all staff concerned that during this first year the transition has been relatively seamless and the confidence of key stakeholders has been maintained.

4. MAPPA

The MAPPA Unit for NSCJA is hosted by Inverclyde CJSW Services and supports the risk assessment and risk management of Registered Sex Offenders (RSOs) and mentally disordered offenders (restricted patients) through facilitating the sharing of information between responsible authorities which include, Local Authorities, Police Scotland, Scottish Prison Service and, in the case of restricted patients Health. The Unit is located within Hector McNeil House, which is the headquarters of the Inverclyde Health and Social Care Partnership (HSCP).

Hector McNeil House provides a co-location for Inverclyde CJSW and Inverclyde Public Protection hub. The Public Protection hub consists of Adult Protection, Child Protection and MAPPA Co-ordinators. This approach has facilitated the opportunity for a training agenda to be developed between the three areas, which focuses on public protection issues and benefits all partner agency staff.

A Joint (Care Inspectorate and HMIC) Thematic Review of MAPPA was set up in October 2014, to assess the state, efficiency and effectiveness of the MAPPA arrangements in Scotland. The report into their findings was published in November 2015.

The Review Team concluded that there was strong evidence that MAPPA is well established in Scotland and that responsible authorities through joint working and information sharing discharge their duties effectively under the terms of the Management of Offenders etc. (Scotland) Act 2005. That said, the report also commented that whilst MAPPA is effective in contributing to keeping people safe, overall efficiency in the management of risk could be

improved by implementing a more proportionate and consistent approach through streamlining processes and reducing unnecessary bureaucracy.

The report identified a number of areas for development (17) that can be delivered at an operational level along with recommendations (10) which are of a strategic nature requiring a national response. With regard to the latter, the report authors clearly articulated a role for the Scottish Government in leading and facilitating on the delivery of these recommendations.

It is also important to note that this is a national report. Thus the applicability of the identified areas of development across the 8 Community Justice Authorities (CJAs) in Scotland will be variable. Members of the NSCJA MAPPA Operational and Strategic Oversight Groups therefore met with the Review Team on 3rd December to receive more nuanced feedback regarding the arrangements within our own CJA area.

In response to this feedback a Thematic Review action plan is being developed to address all applicable recommendations. In addition to this, a Short Life Working Group has been established to review the progress of the actions and also to prepare a comprehensive report which will be submitted to the Strategic Oversight Group, Scottish Government and also the Thematic Review Team. The deadline for this report is November 2016.

In 2015/16 NSCJA MAPPA completed a number of key tasks, which included:

- Organisation of a practitioner development day on 15th December which was aimed at supporting staff in their management of internet offenders and was presented by Michael Sheath from the Lucy Faithful Foundation. It is noteworthy that the provision of additional guidance to staff to enable them to better assess the risk posed by internet offenders is one of the recommendations in the national Joint Thematic Review Report and is tasked to the Scottish Government to initiate. This development day was therefore timely and demonstrates a proactive approach in terms of supporting staff.
- The MAPPA Unit has been extensively involved in supporting the extension of the MAPPA arrangements to Category 3 Offenders and the introduction of the new document set. They have carried out training and awareness sessions and are at the forefront of the drive to ensure the new document process is adopted throughout the Community Justice Authority. The success of this is that NSCJA has completed the highest number of new document cases in Scotland and is further advanced than any other CJA in the roll out of the new procedures.
- The co-ordination and direct involvement in two separate audits of MAPPA cases. The Level 2/3 audit focused on six MAPPA cases and one Restricted Patient and these were drawn from each local authority area and police division. The Level 1 audit sampled five cases from each local authority area; three Criminal Justice Social Work led and two Police led. In both instances a short-life multi-disciplinary working

group was established to carry out the audit and to produce a formal report highlighting learning and good practice.

- Support to the MAPPA Training Working Group which is committed to improving the knowledge and skills of practitioners via multi-agency training. This Group have devised a training plan for 2016/17 which takes account of the Thematic Review recommendations and Level 1, 2/ 3 audit findings.

5. CONTRACTED SERVICES

5.1 Inverclyde CJSW Services has a longstanding history of working in close partnership with Action for Children (AFC), who are contracted to provide a range of primarily groupwork interventions on behalf of the Service. Specifically these target CJSW service users assessed as suitable for the Constructs Positive Steps to Stop Offending accredited programme (discussed in the next section), women, those newly sentenced to CPO (Supervision Requirement) via an Induction Groupwork Programme and an initial post-sentence individual induction interview. In addition those sentenced to a standalone CPO Unpaid Work Requirement are able to access a rolling programme of themed sessions aimed at supporting desistance as part of their 'other activity'.

5.2 The AFC **Post-sentence Induction Interview**, for those newly sentenced to CPO (Supervision Requirement), offers clarity from the outset on the range of service provision available to support desistance from offending. This usually takes place on the third working day following sentencing. Figures for this year were as follows:-

In 2015/16, 123 individuals were offered appointments with 84 attending. This is a 41% increase on last year's figure in terms of the number of appointments offered and 17% increase in those attending.

In addition to the 123 service users who were offered a Post-sentence Induction interview during the year, a further 7 were referred directly by their Supervising Officer bringing the total potential referrals to 130.

5.3 For the **Induction Programme** in 2015/16, a total of 39 service users were contacted to participate in this Programme, with the following outcomes:

OUTCOME	NUMBERS
Successful Completions	21
Failure to attend/non-compliance	12
Moved Away	2
Unable to attend (health reasons)	2
Attending alternative provision (Moving On)	1
Custody	1
Total	39

Inverclyde CJSW Service believes there are tangible benefits to providing an Induction Module, particularly for those service users who go on to participate in further groupwork. These involve: the opportunity to familiarise service users with the groupwork premises; staff; the format of groupwork delivery and; expectations of the Service. The Module also allows the Service to identify and address any responsivity issues and factors that may result in early drop-out, for example, stability around any addiction and/or mental health issues. In doing so, the opportunity of participation in groupwork is made more accessible/inclusive.

Nearly three times as many people were contacted to participate in the Induction Groupwork Programme compared to the previous year's figure of 14, with the successful completion rate not only being maintained but exceeded (54% compared to 43%).

5.4 In light of the findings of the Angiolini Commission on Women Offenders, Inverclyde CJSW Services in partnership with AFC undertook in 2013/14 a review of service provided to **female service users**. This led to the securing of Scottish Government one off funding with which we were able to take forward a new model of service delivery for women in 2014/15. This model comprised of 4 components:

- Drop-in Service
- Referral group
- Individual and Outreach Work
- Groupwork

In 2015/16 Inverclyde CJSW Services took the decision to continue to fund the Service from within its Section 27 grant as it believed this model of service delivery best met the needs of its female service users. Moreover, the aim of endeavouring to provide a 'one stop shop' for women was further consolidated in 2015/16 through the introduction of a multi-agency case review group which not only considers new referrals but also the circumstances of existing service users to assist with identifying a holistic package of support.

During 2015/16, 25 women actively engaged with the Service which is one more than the previous year. There were 17 new referrals compared to 36 in 2014/15. As 2014/15 was in effect the Service's start-up year, the referrals in this year included both new and existing service users and was therefore somewhat inflated.

1860 hours of direct contact/support were provided to the women, with 68% experiencing an overall improvement in their well-being using the SHANARRI indicators.

A annual report on the Inverclyde Women’s Service covering 2015/16 is currently being finalised and among the key developments for 2016/17 will be: the introduction and systematic use of a new outcome tool (again based on the SHANARRI outcomes) and; looking at further ways of helping women move on from the Service using the opportunities presented through the Community Justice arrangements.

5.5 Weekly ‘**Other Activity**’ sessions are offered for service users sentenced to a CPO (Unpaid Work Requirement). This is a rolling programme of six stand alone sessions covering the following topics:

- Communication Skills
- Basic Drug/Alcohol Awareness
- Problem Solving
- RTA Awareness
- Basic Anger Management Awareness
- Assertiveness/Self Confidence

The attendance rates for these sessions, which were co-facilitated by the Turnaround worker attached to AFC, were as follows:-

PERIOD	APPOINTMENTS OFFERED	APPOINTMENTS KEPT
Quarter 1	64	51
Quarter 2	55	37
Quarter 3	81	49
Quarter 4	95	48
Total	295	185

This represents a 33.5% reduction in the number of appointments offered compared to last year’s figure of 443. There were no known changes to the selection criteria or service delivery, therefore this figure requires further exploration.

5.6. A Service Level Agreement is in place with AFC, with a Contract Monitoring Officer identified who undertakes monitoring visits in line with the assessed priority status. In addition, there are bi-monthly meetings between operational managers of both Services, with the involvement of service manager grades on a quarterly basis.

The above framework helps to support a continuous improvement agenda with the aim of maximising the effectiveness and efficiency of this resource. This commitment to improving the Service is perhaps best illustrated by the actions taken to reconfigure the Service offered to women service users and steps taken to ensure this is outcome focused.

6. ACCREDITED PROGRAMMES

AFC are also responsible for running the **Constructs PSSO (Positive Steps to Stopping Offending) Programme**. In 2015/16 a total number of 31 service users took part in this Programme, with the following outcomes:-

OUTCOME	NUMBERS
Successful Completions	19
De-selected	12
Total	31

The reasons for de-selection of the 12 participants are provided in the table below:-

REASON FOR DE-SELECTION	NUMBERS
Non-Compliance	3
Conflict issues	3
Mental Health	2
Physical Health	3
Secured Employment	1
TOTAL	12

The Programme, which consists of 26 sessions, is delivered twice weekly. Participants are also required to attend three individual reviews to assess progress. During 2015/16 a total of 46 Constructs reviews were held. At the final review each participant is asked to complete a feedback sheet. In 2015/16 this feedback indicated:

- 100% found the Programme useful and were using the learning gained in their everyday life.
- 100% felt it had helped to reduce their risk of becoming involved in further offending.

Some individual comments were:

- "It got me started using my brain. I can think through things before acting which I didn't do before."
- "I can now listen to people with different opinions to mine without losing the rag."
- "If my brain was a garden, then this programme has turned the soil over to allow new growth."
- "I wish I'd had the opportunity to do the course earlier in life."
- I had never thought of my own family being victims of my offending. I went to see my mum straight after the session and had a long talk."

- By the end everyone had nothing but respect for Iain and Gayle (Programme facilitators).”

7. COMPLIANCE/ COMPLAINTS/ CLIENT FEEDBACK

7.1 Compliance

As previously intimated the Joint (Care Inspectorate and HMIC) Thematic Review of MAPPA which was set up in October 2014, to assess the state, efficiency and effectiveness of the MAPPA arrangements in Scotland published its findings in November 2015. Notable among its conclusions was the finding of strong evidence that MAPPA is well established in Scotland and that responsible authorities through joint working and information sharing discharge their duties effectively under the terms of the Management of Offenders etc. (Scotland) Act 2005. Notwithstanding this, an action plan as noted earlier is being developed to address all recommendations/areas for development applicable to our CJA area.

7.2 Complaints

Five formal complaints were received during 2015/16, with one being partially upheld. The complainers did not choose to exercise their right to have the outcome of their complaint reviewed by the Chief Social Work Officer or the Complaints Review Committee.

There have been no issues raised in relation to Criminal Justice Social Work under the Whistleblowing Policy.

7.3 Feedback

Our Unpaid Work Service routinely seeks feedback from service users on completion of their Unpaid Work Requirement.

In 2015/16, 89 questionnaires were completed which is a decrease (5%) on the previous year's figure.

The feedback collated indicated that:

- 100% of respondents indicated that they believe the work which they had carried out was of service to the community.
- 90% of respondents indicated that Community Service/Unpaid Work was a worthwhile experience.
- 88% of respondents viewed their Community Service Order/Unpaid Work Requirement as a direct alternative to custody.
- 88% of respondents indicated that their experience on Community Service/Unpaid Work changed how they would view offending in the future.

Some individual comments were:

- “Good to help the area especially the elderly.”
- I am “listening more to people and doing the right thing.”
- “Unpaid work supervisor is an asset to the team and an excellent role model for the young.”
- “Would like to say a massive thank you to my case manager who had more than enough reason to breach me, but through her compassion saw that I was in a very dark place..... Without her I would be languishing in prison with no career or prospects.”
- I “found the areas of unpaid work very beneficial for the community.”

8. NATIONAL STANDARDS

8.1 Criminal Justice Social Work (CJSW) Court Reports

Indicator: Percentage of CJSW Reports submitted to Court by due date.

100% of CJSW Reports were submitted on time in 2015/16, which compares with the previous year.

8.2 Community Payback Order

Unfortunately, we are unable to report on CPO performance indicators as this part of our return is still being finalised. This unit level return is not due to be with Scottish Government until 31.8.15.

9. FUTURE AIMS AND OBJECTIVES FOR THE SERVICE IN 2016/17

Inverclyde CJSW Services are committed to improving outcomes for victims, communities and those whose actions bring them into contact with the Criminal Justice System. With this in mind, in 2016/17 we are planning to take forward a number of actions, which include:

- In partnership with AFC, a flowchart is being developed to detail the opportunities for involvement in the various groupwork programmes throughout the service user’s journey after sentence. This will be used to highlight points at which referrals could be increased, communication strengthened and additional opportunities identified.
- In partnership with AFC and SHINE a women’s Unpaid Work craftwork group will be set up, inspired by recent developments within the Renfrewshire UPW Service. With regard to the reparation element associated with Unpaid Work the aim will be to develop the work to a

sellable standard with any resulting proceeds going to relevant charities.

- Our Unpaid Work Service is exploring the possibility of partnership working with the Fitzgerald Centre (Adult Learning resource) to promote sustainable foods and energy sources. The goal would be to grow fruit and vegetables with service users and teach and train during this process.
- For young people at risk of transitioning from the youth justice to adult system work is in hand to support our youth justice colleagues to provide CJSW Court Reports to aid sentencing from a more child centred perspective as well as to supervise CPOs imposed on 16 and 17 year olds.
- From a MAPPA perspective, it is intended to review and develop the statistical information currently gathered with the aim of better supporting the strategic planning function of the Strategic Oversight Group (SOG) and also the performance management role of the MAPPA Operational Group (MOG).
- In recognition of the community justice planning function which will fall to the Inverclyde Community Planning Partnership (CPP) in April 2017, the Service with support from our Community Justice Lead Officer is reviewing the data we currently capture to ensure the Service can play an active role in taking this agenda forward.

A. Howard
Service Manager
Inverclyde HSCP
Criminal Justice Social Work Services

Renfrewshire Council Criminal Justice Social Work Annual Report 2015/16 to North Strathclyde Community Justice Authority (NSCJA)

1. Aggregate Return

Please note that the Renfrewshire aggregate return for 2015/16 and Community Payback Order (CPO) data is still being finalised so figures included may be subject to slight amendment, or not yet available for comment.

This section reflects the most significant workload changes within criminal justice in Renfrewshire in 2015/16.

The Criminal Justice and Licensing (Scotland) Act 2010 replaced Probation, SAO and Community service with a Community Payback Order for all individuals convicted of offences committed after 1 February 2011. Thus for the next few years services are required to manage both the ongoing imposition of Probation, Community Service and Supervised Attendance Orders, whilst Community Payback Orders are imposed, as anticipated these are now significantly reducing.

There are no updated and published national statistics for 2015/16, but Renfrewshire has from 2011/12 to 2014/15 been 3% of the national community payback orders imposed. CPOs have increased nationally by 86% during this period, rising from 10,228 imposed in 2011/12 to 19,016 in 2014/15.

Community Payback Orders (CPOs):

The following illustrates the increasing workloads across Renfrewshire as a result of CPOs.

Offender supervision: number of orders

Order type	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Probation (including unpaid work)	104	50	10	7	2	3
Probation (excluding unpaid work)	123	61	13	10	2	5
Community Payback Order (Supervision requirement)	n/a	182	242	295	306	357
Total	227	293	265	312	310	365
Workload increase since 2010/11 (creation of CPOs)	n/a	29%	17%	37%	37%	60%

Offender supervision orders and probation require management by social work qualified criminal justice staff. This year shows a further increase in numbers i.e. 18% since 2014/15.

The increasing supervision orders since 2011/12 reflects significant increases in workload for the team based in Paisley. To meet these increasing demands 2 additional Social Work fieldwork posts were employed in 2012. 2012/13 also saw the consolidation of the Transforming Renfrewshire Programme where the 3 criminal justice teams across Renfrewshire were merged into one team based in Paisley under the management of two Senior Social Workers, allowing greater resilience to meet changing workload demands across the authority.

On 1 April 2015 the Criminal Justice Throughcare service, previously provided by Inverclyde Council on behalf of Renfrewshire, East Renfrewshire and Inverclyde was disaggregated, and Renfrewshire took on 3 Inverclyde Social Workers to commence service provision within Renfrewshire; a Senior Social Worker was also employed to manage the service. The service is moving away from the present model of a separate throughcare service, to one in which the entire team undertakes both throughcare and the supervision of community orders. This will create additional resilience through a reduction in duplication of tasks. An additional 0.5 Social Worker was employed within the team in

2015, plus an additional 0.5 Social Worker was employed within a redesigned childcare service, the Youth and Family Support Service, to enable more age appropriate interventions with young people involved in offending.

An additional 0.5 Social Worker was employees within the Womens' Service in 2015 and additional Womens' service social worker posts will also be taken forward on a temporary basis in 2016/17.

Unpaid work (orders)

Order type	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Community service	134	64	30	13	6	6
Probation (including unpaid work)	104	50	10	7	4	8
Community Payback Order (unpaid work requirement)	n/a	213	385	492	455	518
TOTAL	238	327	425	512	465	526
Workload increase since 2010/11	n/a	37%	78%	115%	95%	120%

Unpaid work – hours

Order Type Contracted Hours	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Community service Probation (including unpaid work)	39295	18635	6860	3591	1630	2041
Community Payback Order (unpaid work requirement)	n/a	26112	47775	58030	62073	73803
TOTAL	39295	44747	54635	61621	63703	75844
Workload increase since 2010/11	n/a	14%	39%*	57%	62%	93%

Unpaid work orders have increased by 13% in 2015/16 compared to the previous year, the number of hours imposed also continue to rise, with a rise of 19% since last year.

The additional workload of the CPO impacts upon the unpaid work unit requiring staff to supervise the statutory orders, supervisory staff to supervise service users undertaking the work and staff to ensure that this work is available. This is a significant increase in workload, which alongside shorter timescales (from 12 months to 3 or 6 months for completion) presents Renfrewshire with ongoing challenges resulting in significant redesign of the service to meet the demand.

Two additional Supervisor posts were created in 2012/13 to meet the additional demands of hours imposed and reduced timescales for completion. Since 2014/15 Sessional Supervisors have been employed to enable greater flexibility to manage numbers, this recruitment is ongoing. This also allows capacity for the unknown numbers of Fiscal Work Orders which have not proven to be substantial.

In March 2013 a post was agreed to manage the 7 Supervisors ensuring consultation to obtain the necessary work, and maximise and support placements. The retirement of the existing Community Service Organiser also allowed the creation of a post of Unpaid Work and Other Activity Manager who commenced post in November 2013. This post manages the increasing team, including SAO and

maximises the use of other activity provision both internally and by wider services such as addiction, employability etc. This also included the capacity for the management of Fiscal Work Orders i.e. unpaid work in the community for those diverted from prosecution, when these were rolled out nationally (expected within 2014/15, however commenced 1.4.15).

A Supervised Attendance Officer post has also gradually transferred to the team given the reduction in SAOs, to supervise unpaid work orders. 2 additional temporary Unpaid Work Officers, temp posts, one for 2 and one for 3 days were employed in 2015: the 3 day post has since been converted to 2 x 2 day posts to provide additional capacity, particularly at weekends. Where previously there were approximately 2 squads each weekend, the service is now a 7 day a week service with 5 squads per day.

Supervised Attendance Orders:

The table below illustrates the ongoing reduction in Supervised attendance Orders since CPOs were imposed in February 2011.

Number of orders: -

Order type	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Supervised Attendance Orders	145	82	56	47	19	8
Workload decrease since 2011	n/a	43%	61%	68%	77%	94%

Supervised Attendance Orders have been replaced by the level 1 Unpaid Work and Other Activity Requirement of the Community Payback Order for convictions relating to offences committed after 1 February 2011, thus the reduction of 94% of orders since 2010/11 is to be expected. Instead the increased impact on unpaid work hours is illustrated above.

Criminal Justice Social Work Reports (CJSWRs):

CJSWRs have reduced by 2% since 2014/15, there is a downward national trend. Whilst CPO progress and review reports for court have increased by 10% since 2014/15.

2. Contracted Services

Renfrewshire no longer contracts any criminal justice services.

3. Accredited Programmes

Constructs: Positive Steps to Stop Offending:

This programme is provided by Renfrewshire Council for Renfrewshire and East Renfrewshire clients. Whilst initially an accredited programme, it is now no longer subject to accreditation.

4 clients were referred during this period and continue to attend on a weekly basis. Work is ongoing to remind staff of the need to assess clients at the court report stage for inclusion, or consider the appropriateness of groupwork for those being released on licence who have not undertaken the programme in custody. Screening discussions with Constructs facilitators by social workers at CJSWR stage has also been re-introduced to ensure appropriateness and consistency of referrals and programme requirements made. Fieldwork teams are reporting a higher level of Orders where the index offence is domestic violence so many of men currently on orders are not suitable for Constructs, whilst many of those released from custody have already completed the programme within their sentence.

From January 2014, following some service redesign, the new Women's Community Justice Service commenced at the Backsneddon Centre in Paisley (see specific section below), utilising the same staff group who are involved in the provision of constructs and other activity groups. Despite this, there is still a will to retain Constructs in Renfrewshire's suite of groupwork interventions, and one staff member continues to provide national training on Constructs.

Moving Forward making Changes (MFMC, a Sexual Offending Groupwork Programme):

This programme is provided by Renfrewshire to Renfrewshire, East Renfrewshire and Inverclyde clients by the Pathways Partnership Project.

The Moving Forward, Making Changes (MFMC) programme received provisional accreditation from the Scottish Advisory Panel on Offender Rehabilitation (SAPOR) on 23 September 2013 and full accreditation in June 2014. The accreditation will last for five years before requiring reaccreditation, unless it is felt that further substantive changes are required after delivery commences. Any such changes would have to be submitted to SAPOR for agreement.

MFMC replaces the previous Community Sex Offender Groupwork Programme (CSOGP) and the SPS Good Lives Programme. The MFMC programme has been developed specifically for use in both custody and community settings.

MFMC has been designed for the treatment of adult male offenders convicted of a sexual offence, or a non-sexual offence which is considered to contain a sexual element, and have been assessed as presenting a medium to high risk of re-offending using validated risk assessment tools. Those offenders assessed as posing a higher risk will typically spend a longer period on the programme than medium risk offenders. The programme will be delivered on a rolling basis, which allows participants to complete only the modules that are relevant to their needs, rather than completing the full set of modules. The programme's overall aim is to work with men convicted of sexual offences to assist them to lead satisfying lives which do not involve harming others, reducing their risk of re-offending in the process.

Training for Pathways staff concluded in May 2014 and most of the case managers and line managers were trained in June 2014. The Pathways Project Leader and Criminal Justice Service Manager continue to be involved in national groups supporting the implementation of the programme. The Assistant Criminal Justice Services Manager is one of the Social Work national trainers of the programme. This programme has thus commenced within the three local authorities. During this year 33 men have undertaken MFMC groupwork.

There were 65 assessments undertaken during this period, the same as 2014/15, an increase of 30% from 2013/14, and an increase of 195% since 2011/12. Numbers of men involved in programmes continue to rise, representing significant increases in those requiring such interventions. This service user group also has intensive interventions from throughcare and fieldwork Social Workers. Those individuals subject to CPOs are also increasingly having 300 hours of unpaid work imposed, thus impacting generally on workloads of those providing community interventions.

Pathways also undertakes individual work with clients, for some clients this is in addition to groupwork to assist reinforcement of the programme, for others they undertook MFMC on an individual basis or due to not meeting criteria for the group or their being subject to orders of insufficient length, whereas others have individual work due to their denial. 24 men undertook individual work during this period. However MFMC presents additional challenges and as such to support fieldwork staff until such time as all staff had a wider understanding of the programme, they have assisted by co-working the MFMC case manager work. This work has taken place with 25 men at 31 March 16, an increase of 213% since 2014/15.

Funding for MFMC:

The ability to continue to provide MFMC to all suitable given increasing workloads will be dependent upon future funding arrangements. Due to the funding challenges negotiations took place with

Pathways staff in 2015 to end overtime payments for the 2 evening groups. This was agreed and staff now undertake compressed hours, thus reducing the available hours provided by the project.

The Criminal Justice Services Manager has been involved in the Scottish Government MFMC meetings from the beginning, representing Social Work Scotland. This role has included meetings in relation to the future funding of MFMC which are ongoing.

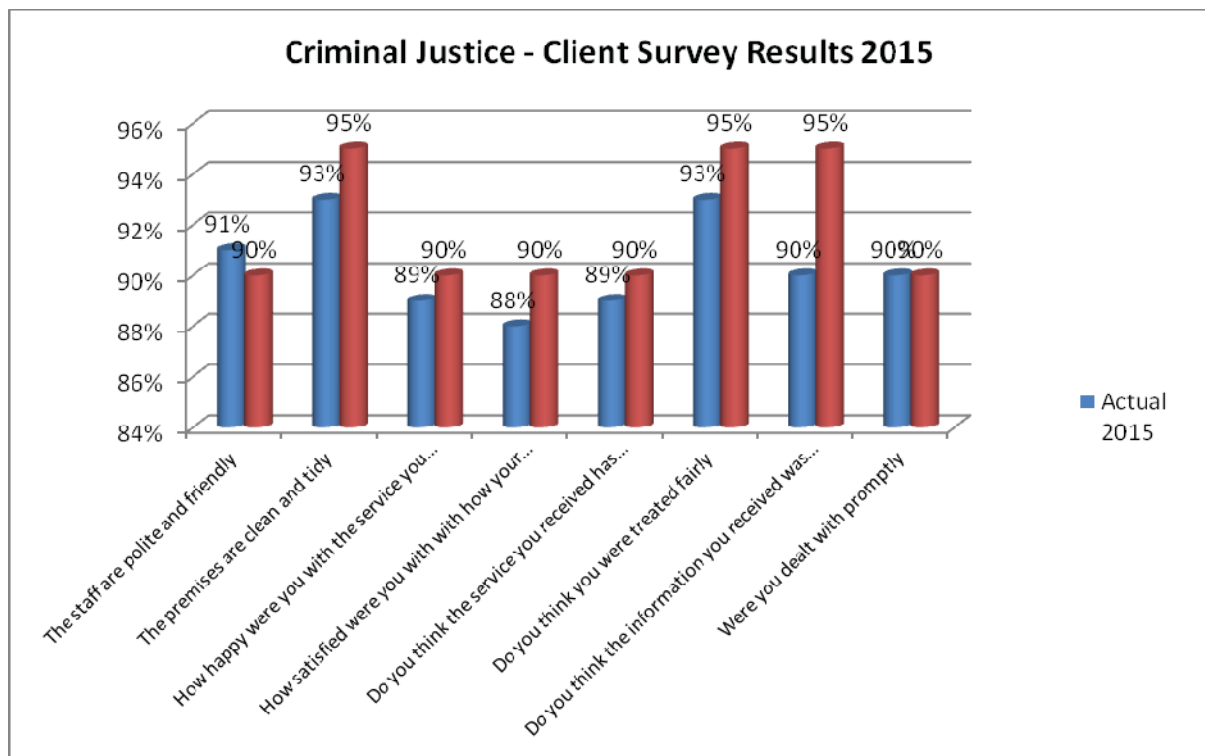
Initial attempts have been undertaken to estimate the costs of MFMC, all Community Justice Authorities were required to submit a review of a previously submitted implementation plan in February 2016 to inform costs; however actual costs remain to be established following more experience of implementation nationally. Existing funding is not sufficient to run the service, currently all three local authorities contribute additional funding.

4. Compliance / Complaints / Client Feedback

Complaints:

There were 5 criminal justice complaints within this period, one was substantiated, three partially substantiated, 1 not substantiated, all were resolved. There have been no issues raised in relation to criminal justice under the Whistle blowing Policy.

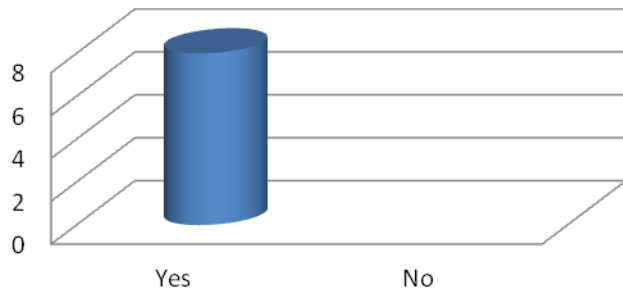
Client Feedback:



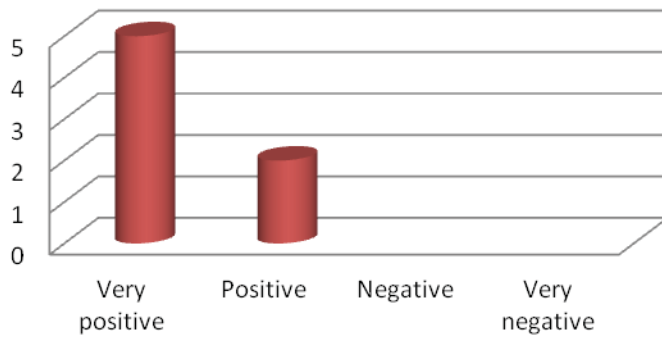
Criminal Justice survey feedback contributes to the Public Sector Improvement Framework. Whilst recognising that criminal justice works with involuntary clients there is clearly room for improvement.

A feedback process delivered at groupwork sessions, which includes service users subject to a range of community disposals, was undertaken during 2015/16. This provides more detailed feedback. Some of the feedback obtained is included below.

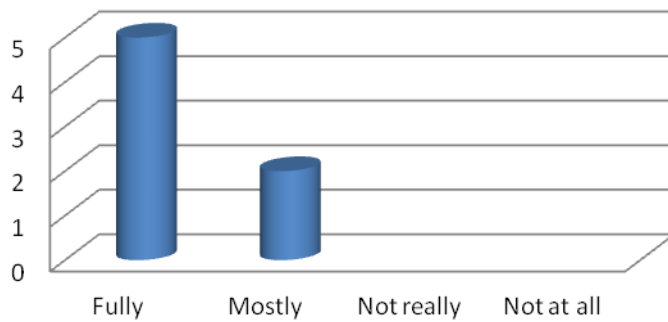
Did your Probation /CPO Order look at how you could keep out of trouble

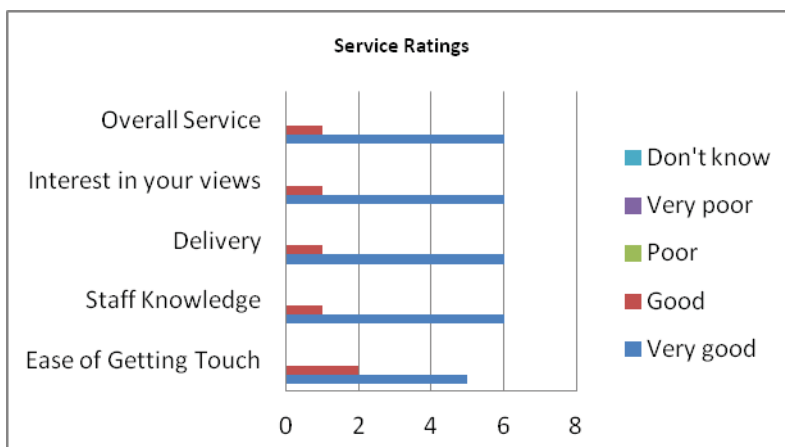
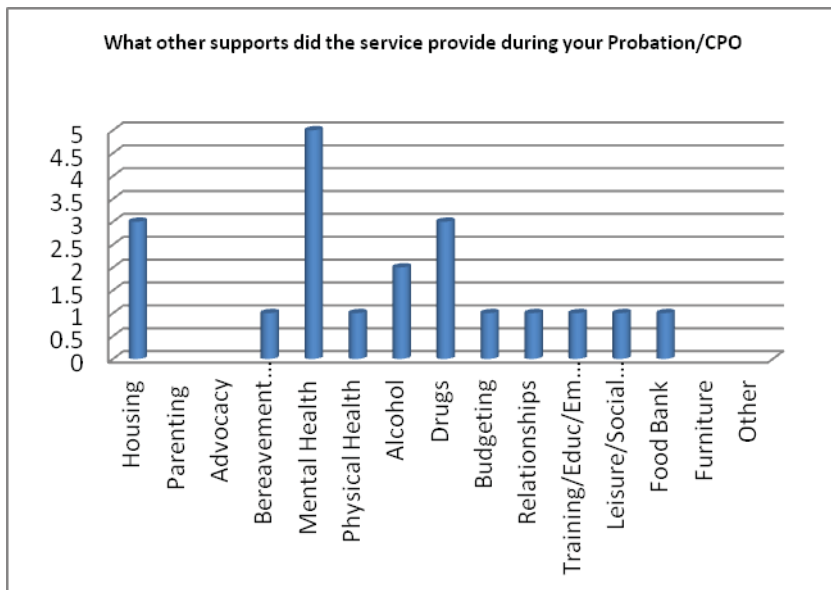


What kind of effect has Probation/CPO had on your life



To what extent did you feel that Probation/CPO helped you understand how your victim(s) might have felt





In your own words how you write one sentence to say how Probation/CPO helped you?

Love the group as help me through the hard days
 Made me think
 It helps me as when I'm feeling low/depressed I get a talk with staff and feel a bit better after talk
 I can communicate better
 It has kept me out of prison so I am able to stay out of prison and helped with housing and other personal problems
 It helps to have someone to talk to about what is going on in my life
 In attending it helped in getting my confidence back - this is ongoing

5. National Standards

Renfrewshire submitted 99% of Social Enquiry reports by the due date. Reports require to be submitted by 12 noon the day prior to the court appearance, where clients present late it is Renfrewshire's policy to submit late reports rather than letters which delay sentencing and thus the court process. Feedback from Sheriffs in Paisley was that women were often being remanded as a

result of failing to attend for reports, thus the Womens' service undertakes home visits to find women where possible and undertake reports on time.

6. Special In House Projects

The Womens' Community Justice Service:

Following the recommendations from the Commission on Women Offenders published in April 2012. on 30 August 2013 Renfrewshire was advised that it had been successful in its bid to Scottish Government to establish a Womens' Community Justice Service. £23,000 of funding was gained from October 2013 to March 2014 and £46,000 for 2014/15. The funding was to finance the establishment of a service across Renfrewshire and including a range of services to females within East Renfrewshire Councils. This enabled the creation of a specific service for female offenders, with access to criminal justice group and individual support, and access to on site addiction and where required co-morbidity (combined mental health and addiction) services.

The additional resource allowed for the employment of a Volunteer Co-ordinator and Fundraiser, and resource to East Renfrewshire's literacy services for women, the majority of the service, was based on a reorganisation of existing resources.

Thus the centre built upon the existing individual and group work services offered to women within Backsneddon Centre. The manager of the groupwork service has become a Womens' Service Co-ordinator, co-ordinating the staff group. Staff consists of a range of social work and 3rd sector staff including: the existing groupwork staff; 2 Social Workers transferred from the fieldwork team to supervise statutory orders; the co-located Turnaround community staff; the Shine PSP worker who provide services for Renfrewshire and East Renfrewshire 3 days per week; and the Volunteer Co-ordinator/Fundraiser post, all of the 3rd sector posts are employed by Turning Point Scotland. The service is co-located with addiction services including co-morbidity services and access to a Psychologist.

There is also assistance provided from Women and Children First, a Renfrewshire service financed by wider local authority social work which enables service users to progress to involvement with this service. There they are provided with a range of interventions particularly for those at risk of domestic violence, and their children within the Renfrewshire Reconnect Programme (based on the Cedar Project).

Whilst the team supervise statutory orders, the aim was for greater focus on women subject to diversionary measures, support for bail and thus prevention of remand, as well as enabling additional focus on service provision to women released from short sentences. Co-ordinating a range of professionals ensured utilisation of the skills and experience of the range of staff, enabling allocation to the most appropriate individual within the service. Women now have access to bail reports undertaken by staff attached to the service, a range of group work provision and a drop-in half day, as well as individual work and crisis support from the range of staff involved.

The service also commenced the Connections Programme, a groupwork programme which originated in Aberdeen Social Work services, this programme includes Cognitive Behavioural therapy and change theory and assists with trauma.

Within 2015/16 the service undertook 151 Criminal Justice Social Work Reports, began the supervision of 102 new CPO supervision requirements and were involved in 26 diversion cases, they also provided some voluntary support. Increasing numbers and a recognition of the demands created by such service users has meant that 2 additional temporary social workers are in the process of being recruited to the service.

Within 2015/16 the Renfrewshire Alcohol and Drug Partnership also agreed to fund a post within the Renfrewshire Drugs Service to enable greater focus on this service user group. This post is pending but will allow for the increased provision of trauma based interventions.

7. Additional or continuing developments in 2015/16 include:

- 1.5 Turnaround Service staff remain co-located within the criminal justice groupwork services providing an individual and groupwork service to CPO clients within Renfrewshire and East Renfrewshire with service delivery in partnership with social work staff. Whilst this includes their involvement with women above it also includes male service users. The Criminal Justice Services Manager attends the Turnaround Steering Group on behalf of NSCJA Local Authorities. The Turnaround Service is currently funded until 31 March 2017.
- On 23 February 2015 local authorities were provided with the ability to apply for further womens' service funding beyond 31.3.15, Renfrewshire submitted a further bid on behalf of Renfrewshire and East Renfrewshire and was awarded £30,000 to fund the Volunteer Co-ordinator for an additional year 2015/16.
- A Senior Social Worker represents Renfrewshire on the Social Work Scotland prison and community based social work sub group to take forward developments within throughcare arrangements.
- An Assistant Criminal Justice Services Manager was employed in 2015 in recognition of the increasing size of the Criminal Justice Service in Renfrewshire: both from assuming responsibility for additional services in 2015 i.e. throughcare, the throughcare addiction service, arrest referral and DTTO, but also due to the growth of existing services.
- The Unpaid Work and Other Activity Manager represents Renfrewshire on the Social Work Scotland unpaid work sub group, and this has included involvement in a Scottish Government Working Group considering the roll out of Fiscal Work Orders.
- Unpaid work sales continued during this period, with service users making wooden products such as sheds and garden furniture which was then sold during open days, with service user participation.
- **Award:** In March 2015 the unpaid work service in Renfrewshire won a Social Work Champions Staff Award under the category Changing Lives; Making a Difference. This was for the CPO Womens squad, which commenced in 2014 to address the complex needs of some women who were having difficulty undertaking unpaid work due to previous experiences, mental health issues etc. The squad is staffed by women and service users undertake crafts including bag painting, card and jewellery making, which they then sell at the unpaid work sale. Any funds raised at sales are used as available resource should someone seeking assistance from unpaid work i.e. house decoration etc not have funds to resource the materials. Thus this assists the community.
- **Practice development sessions:** These were established in 2012/13 continue to be run for criminal justice staff, led by senior Social Workers and Social Workers to enable greater practice discussion.
- **SVQ 3:** Renfrewshire continued to provide the Criminal Justice SVQ3 for para professional staff, with 2 additional Social Work Assistants commencing the course during 2015/16. Whilst there is as yet no date for para professionals within criminal justice to be required to register with the Scottish Social Services Council, this increases the skill and knowledge base for staff.
- **MARAC/MATAC:** Criminal Justice managers continue to represent Childrens Services at the Multi-Agency Risk Assessment Conference and MATAC meetings. MARAC: stands for Multi-Agency Risk Assessment Conferences. They consider females subject to gender based violence within 'K' Division and what processes/interventions from a multi-agency perspective could be utilised to protect these females. MATAC: Multi-Agency Tasking and Co-ordination. These meetings consider the top 5 perpetrators who are alleged to have committed gender based violence against their partners within 'K' Division. They consider what processes/interventions from a multi-agency perspective could be utilised to lessen the risks

presented by these individuals. The criminal justice role is to share information, with many of these individuals being known to our service and ensure information sharing between wider social work, police and ASSIST.

- **The North Strathclyde Bail Supervision Service:** In September 2015 a letter from the Scottish Government Justice Division advised of a further £107,563 S27 grant for NSCJA. A £1.5million budget transfer had already taken place from the Scottish Prison Service as a result of the decision not to build HMP Inverclyde. Local Authorities had been offered the opportunity to bid for this funding, and Renfrewshire received £30,000 for 2015/16 (as stated above). The remaining funds were then divided equally across the eight CJAs. The letter advised that this grant required to be utilised to support the expansion of Supervised Bail and Early Stage Diversion initiatives for female offenders. As a result the North Strathclyde Bail Supervision Service for female offenders commenced in March 2016, providing supervised bail for females attending Paisley, Dumbarton and Greenock Sheriff Courts, this service is run by SACRO. The Renfrewshire Criminal Justice Services Manager chairs the Operational group across the four local authorities, and represents Renfrewshire Council on the Strategic Group chaired by the NSCJA Chief Officer.
- **The Penal Policy Improvement Project:** On 20 May 2015 the Scottish Government wrote to local authorities seeking expressions of interest to be part of a project to reduce the use of imprisonment, both remand and sentences. The project sought to use improvement methodology for testing change. Renfrewshire responded and is one of three local authorities in Scotland, the others being Dundee and South Lanarkshire Council, which is engaging in the project. Renfrewshire is focussing on reducing the use of remand and has utilised the NSCJA Bail supervision service to test the stages of information sharing and decision making across the range of agencies involved. A multi-agency group with representation from the Scottish Government Justice Division, Police Scotland, The Scottish Court Service, the Crown Office Procurator Fiscal Service, SACRO and the local authority is led by the Renfrewshire Criminal Justice Services Manager. The Sheriff Principal, North Strathclyde Sheriffdom has also been consulted and has provided court data. At the time of writing this report there have been 8 such orders within Renfrewshire.
- **Drug Treatment and Testing Orders and Criminal Justice Throughcare:** In 2014/15 two shared services provided to Renfrewshire by Inverclyde and East Renfrewshire could no longer be continued in their present form. This included the Enhanced Criminal Justice Throughcare service provided by Inverclyde Council to Renfrewshire, East Renfrewshire and Inverclyde, and the Drug Treatment and Testing Order (DTTO) service provided by East Renfrewshire for the three authorities. Funding reductions, reduced caseloads (DTTO), the need for greater efficiencies and significant changes to practice meant that alternative ways of providing these services were required to maintain best value and the service to the service user. Thus a decision was made to redesign these services and as such each local authority provides their own services as of 1 April 2015.

Within Renfrewshire the Throughcare Service has been combined with the criminal justice fieldwork service, and work is ongoing towards developing all staff to manage throughcare in custody, the community and community orders. This enables greater efficiency through less duplication of work, greater resilience to manage the increasing workload and a smoother journey from custody to the community for the service user. A further Senior Social Worker has been employed within the fieldwork team to manage the additional staff who have been transferred to Renfrewshire under TUPE arrangements.

The Renfrewshire DTTO service has combined with the Paisley Sheriff Court Social Work Service, and provides the Arrest Referral service for Renfrewshire and East Renfrewshire and the Throughcare Addiction Service for Renfrewshire. The level of DTTO reporting to the court means that these services are closely linked. DTTO delivery has been co-located with addiction services within Renfrewshire enabling greater resilience and shared knowledge, and as most DTTO service users then transfer to local addiction services the process of transfer is less disrupted. The larger staff group also provides additional resilience for the growing demands of the Court Social Work Service.

- **Up2U: Creating Healthy Relationships:** At the end of 2015 a scoping exercise was undertaken to find an evidence based individual programme for criminal justice social workers to work with those subject to criminal justice statutory orders who commit domestic abuse. Up2U: Creating Healthy Relationships was selected as the most appropriate to take forward. Up2U is an innovative programme developed by Portsmouth City Council for people who use domestically abusive behaviours in their intimate partner relationships. The programme is evidence based and has been developed with the support of a Quality Assurance Group consisting of representatives from Victim Support Services, Mental Health, Children's Services, Substance Services and Health. It is based on research and practice successfully used in offender rehabilitation, motivational interviewing and attachment theory.

Up2U recognises that people use domestic abuse for different underlying reasons ranging from childhood trauma and emotional deregulation, learned behaviour, attitudes that support gender differentials, poor conflict resolution to the use of power and control resulting in different typologies of domestic abusers. Therefore Up2U is an assessment led intervention programme responding to individual need, risk and responsivity by offering tailored packages to suit the needs of the individual. When someone is accepted onto Up2U support is offered to their partner/ex-partner to ensure ongoing safety and risk management, this support is provided from a range of Council and third sector services, and will be part of the role of the new Social Workers within the Womens' Service.

Criminal Justice Social Work and a staff member from Women and Children First undertook the training in February and April 2016 and a screening process is underway to ensure all relevant cases are considered for intervention. Staff are also liaising with Dr Dominic Pearson, University of Portsmouth who is leading on the evaluation of the programme.

Allison Scott
Criminal Justice Services Manager
August 2016

To: North Strathclyde Community Justice Authority

On: 16 December 2016

Report by: Chief Officer

Heading: Redesign of Womens Custodial Estate – Progress Report

1. Summary

- 1.1** On 26th January 2015 the Justice Secretary Michael Matheson announced that plans for a new female prison in Inverclyde would not go ahead. Instead, the Scottish Government and the Scottish Prison Service will 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.
- 1.2** Following a series of consultation events The Scottish Prison Service have announced the new estate will be as follows:
- a) Replace existing facility at HMP Cornton Vale with a new smaller purpose built national facilities – 80 Places.
 - b) Retain the existing regional facility at HMP Grampian and review the demand at HMP Greenock and HMP Edinburgh.
 - c) Create 5 new low security community units with a capacity of 20 beds each.
- 1.3** The sites for the new community units have still to be decided but following a “heat mapping” exercise to identify the post codes which historically provide the highest number of women prisoners, The Scottish Prison Service are seeking meetings with the following local authorities to discuss potentially hosting a unit.
- a) North, South and East Ayrshire
 - b) Glasgow
 - c) North and South Lanarkshire
 - d) Edinburgh
 - e) Dundee and Fife Council

The SPS hope that the community units will be located in these 5 areas and they have written to the nine local authority Chief Executives and Leaders requesting meetings to start discussions.

- 1.4 The SPS have also engaged a consultancy to help identify suitable sites in the areas above and would prefer the community units were purpose built.
- 1.5 Once final decisions are taken on the 5 locations there will be a series of engagements with stakeholders to determine how best to involve all Local Authorities and other partners in the development of the units.
-

2. Recommendations

- 2.1 The Authority is asked to note the content of this report.
-

3. Background

- 3.1 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.
- 3.2 At the press conference on January 26th 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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To: North Strathclyde Community Justice Authority

On: 16 December 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



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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

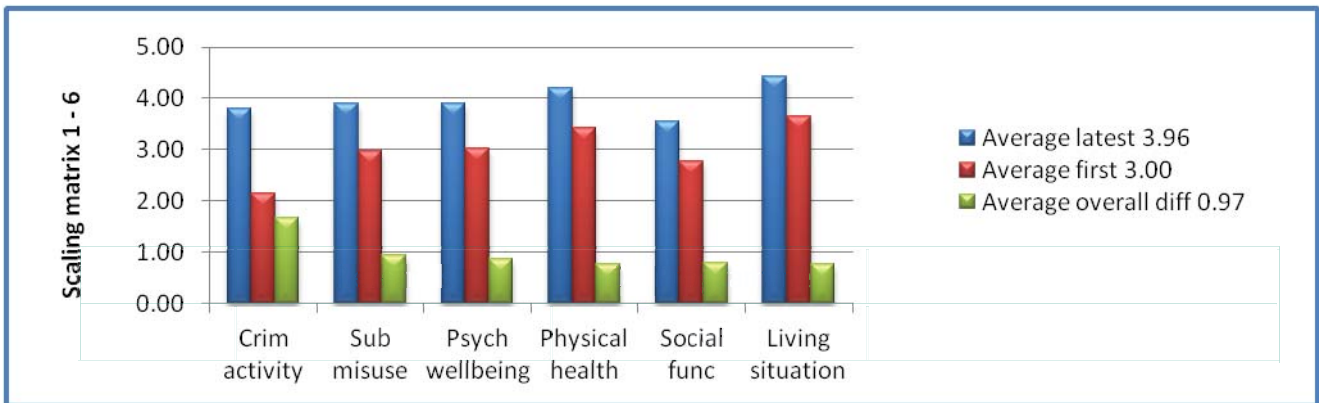
The residential unit occupancy rate averaged 95.6% during 2015/16 and in the final quarter the service received 23 new referrals from a wide range of community services.

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

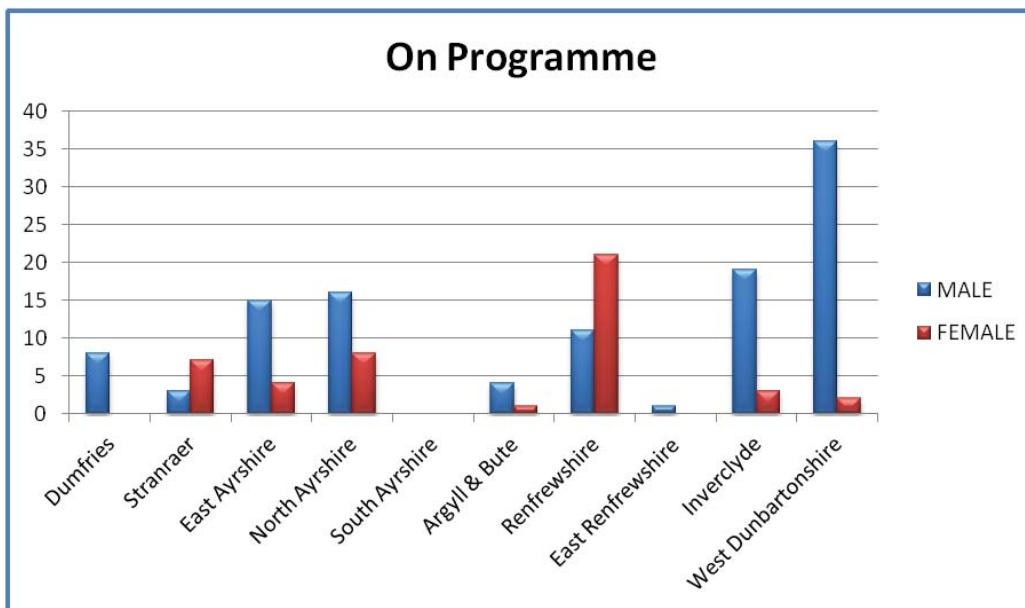
⁶ The matrix is an assessment tool developed by Turnaround to measure progress of people who are engaged in the Echo programme which addresses a range of addiction, health and personal issues. The tool requires the subject to score themselves on a scale of 1-6 prior to starting, mid and at the end of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

Training and development to support the MAPPAs arrangements continued during 2015/16. The emphasis shifted this year to support the extension of MAPPAs to include high risk violent offenders, working through the Strategic Oversight Group (SOG) and the MAPPAs Operational Group (MOG). In preparation for the MAPPAs 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. (Appendix1)

Of the 1 Activity that has not 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.

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;3;11	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 SGJJD 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 SGJJD	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 SWS ● CJA Chief Officers, CJA Conveners and Scottish Government ● CJA 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 <ol style="list-style-type: none"> a. Justice Leaders Network b. RRP2 Board and Workstreams c. Advisory Group on Prevention d. Scottish Working Group on Women Offenders (SWGWO)
Engage with the appropriate people			
2.1	More effective involvement in Community Planning partnership across the Community Justice Sector	1	CJAs have improved engagement with CPPs and are meeting together.
2.3	Ensure appropriate levels of engagement across the Community Justice Sector		A new Community Empowerment Bill is currently being considered by the Parliament.
2.4	Consider whether CJAs or our successors should be able to commission services directly		CJAs are represented on all national workstreams that are delivering change across the sector. Following national consultation, SGJCD 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. CJAs have provided secondees to assist with National outcomes and Strategy development.
3.2	Focus on outcomes when allocating resources and planning services		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.
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		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.
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
Core						
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
Non Core						
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
MAPP	£134,227		£134,227			£134,227
Turnaround Project	£1,100,000	£1,100,000				£1,100,000
Total Centrally Initiated Funding	£2,241,582	£346,155	£117,394	£75,023	£239,338	£777,910
Non-Centrally Initiated Funding						£0
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
	<u>Income</u>	
(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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