

# North Strathclyde CJA Action Plan 2010-11

Strengthening Community Justice Together

# Action Plan 2010-11

## Introduction

The attached Action Plan has been developed in conjunction with our partners as a means of progressing the Area Plan 2008/11. The Area Plan set our broad strategic objectives to reduce re-offending within the North Strathclyde area. This Action Plan converts these strategic objectives into specific goals and assigns a Responsible Officer and timescale to each. We have also identified the links between these goals and the National Outcomes in the national Performance Framework. Where we have not achieved our targets from the 2009/10 Action Plan we have carried these tasks forwards to the 2010/11 Action Plan.

## Monitoring Arrangements

North Strathclyde Community Justice Authority has established an Area Plan Implementation Group which meets on a quarterly basis throughout the year. It is the function of this group to monitor the progress towards our strategic objectives of the Area Plan. In addition to the Area Plan Implementation Group the CJA has established a number of short term working groups to take forward specific areas of work. These working groups were identified within our Annual Report 2008/09 and where we are proposing to create new working groups these have been identified within the Action Plan 2010/11. The short term working groups also report directly into the Area Plan Implementation Group. Once the work of the short term working groups has been completed a final report with clear recommendations is submitted to the North Strathclyde Community Justice Authority board. Following approval of the report the recommendations are subsequently put into effect. It is usual practice for the board to request regular progress reports on each particular initiative.

## Consultation Arrangements

The attached Action Plan has been circulated around partner members who have had the opportunity to comment upon the proposed actions and agree the Responsible Officer and timescales for implementation. This Action Plan and other NSCJA planning documents are available on our website [www.nscja.co.uk](http://www.nscja.co.uk)



# Area Plan 2008-11 Areas for Improvement - Action Plan 2010-11

## Serious, Violent and Sexual Offenders

### 1. Continuously develop robust risk management procedures for high risk offenders (100% high risk offenders have a management plan in place)

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
1.1 Continue to train key staff across responsible authorities in use of assessment procedures for violence	<ul style="list-style-type: none"> <li>• Include within North Strathclyde Community Justice Authority (NSCJA) training strategy.</li> <li>• National Standards for CJSW</li> <li>• LS/CMI training</li> </ul>	<ul style="list-style-type: none"> <li>• Programme of training events in place.</li> <li>• Joint training delivered effectively</li> </ul>	Training and Development Officer	December 2010
1.2 Prepare for the national roll out of Multi Agency Public Protection Arrangements (MAPPA) for Violent Offenders.	<ul style="list-style-type: none"> <li>• Confirm Scottish Government timelines for implementation.</li> <li>• Form multi agency working group to develop implementation plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Timelines established</li> <li>• Implementation plan developed.</li> <li>• Processes and arrangements in place.</li> </ul>	Strategic Group Chairperson	SGCJSD Dependent
1.3 Review the management and provision of Intensive Support Packages across NSCJA	<ul style="list-style-type: none"> <li>• Introduce new approved arrangements for Intensive Support Packages.</li> </ul>	<ul style="list-style-type: none"> <li>• Circulate new arrangements</li> </ul>	Community Justice Authority Chief Officer	June 2010

## Persistent Offenders including Domestic Violence

### 2. Develop interventions to tackle persistent offenders. (Make a significant impact on reoffending rates; a reduction in substance misuse; associated acquisitive crimes. Improved employment opportunities)

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
<p><b>2.1</b> Prepare bid for Caledonian system for perpetrators of domestic violence, victims and children, to be submitted late 2010, early 2011.</p>	<ul style="list-style-type: none"> <li>• Convene a bid team and set out meeting schedule.</li> <li>• Compile bid, taking cognisance of guidance and feedback from initial bid.</li> <li>• Submit bid within stipulated timescales.</li> </ul>	<ul style="list-style-type: none"> <li>• Bid team convened and meeting schedule agreed</li> <li>• Bid compiled and submitted within timescales.</li> </ul>	<p style="text-align: center;">Community Justice Authority Chief Officer</p>	<p style="text-align: center;">SGCJSD dependent</p>
<p><b>2.2</b> Monitor and evaluate the Turnaround service in both community and residential units.</p>	<ul style="list-style-type: none"> <li>• Act on recommendations from independent evaluation.</li> <li>• Continue to monitor and engage with Turnaround through attendance at Advisory Group and Finance meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation received</li> <li>• Action Plan for recommendations established</li> <li>• Decision agreed on joint funding with Scottish Government and SWSCJA</li> </ul>	<p style="text-align: center;">Community Justice Authority Chief Officer</p>	<p style="text-align: center;">November 2010</p>
<p><b>2.3</b> Continue to monitor the effectiveness of the Multi Agency Prolific Offender Strategy (MAPOS)</p>	<ul style="list-style-type: none"> <li>• Convene a review group and set out a schedule of meetings.</li> <li>• Review current strategy.</li> <li>• Make informed decision on continuation of current strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Review group convened and meeting schedule agreed.</li> <li>• Mapping exercise carried out.</li> <li>• In depth review of strategy carried out.</li> <li>• Recommendations made to NSCJA board.</li> </ul>	<p style="text-align: center;">Community Justice Authority Chief Officer</p>	<p style="text-align: center;">December 2010</p>

## Young Offenders

### 3. Ensure appropriate risk assessment procedures and tailored packages of intervention are made available to young offenders.

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
<b>3.1</b> Act on recommendations of Reducing Reoffending Programme sub project– ‘Young People Who Offend’ (YPWO)	<ul style="list-style-type: none"> <li>• Continue to participate in the YPWO project.</li> <li>• Support implementation of the SPS Young Adult strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Report and recommendations of YPWO PiB received.</li> </ul>	Community Justice Authority Chief Officer	SGCJSD dependent
<b>3.2</b> Continue to engage with Action for Children(Scotland) through ongoing support of the ‘Moving On’ Renfrewshire project	<ul style="list-style-type: none"> <li>• Continue to attend APIG</li> <li>• Submit quarterly updates to APIG.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly updates received</li> </ul>	Community Justice Authority Chief Officer	March 2011

## Review Community Based Disposals

### 4. Develop existing community based services. Continue to develop the range of disposals available within the CJA

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
4.1 Support Criminal Justice Social Work services in the introduction of the new Community Payback Order.	<ul style="list-style-type: none"> <li>• Relevant training delivered</li> <li>• Workshops organised</li> <li>• Monitor introduction</li> </ul>	<ul style="list-style-type: none"> <li>• Training delivered.</li> <li>• Workshops completed successfully.</li> <li>• Services in place.</li> </ul>	Community Justice Authority Chief Officer	November 2010
4.2 Adopt and adapt good practice from Community Service Visibility Projects.	<ul style="list-style-type: none"> <li>• Organise workshops that promote visibility.</li> <li>• Develop a visibility strategy with Local Authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops successfully completed.</li> <li>• Visibility strategy agreed.</li> </ul>	Community Justice Authority Chief Officer	March 2011
4.3 Review the cost effectiveness of CJSW service delivery across the NSCJA area.	<ul style="list-style-type: none"> <li>• Develop project team</li> </ul>	<ul style="list-style-type: none"> <li>• Project teams recommendations received.</li> </ul>	Argyll & Bute Chief Social Work Officer	March 2011
4.4 Develop model for delivering components of Community Payback Order.	<ul style="list-style-type: none"> <li>• Develop models of delivery including by third sector providers as appropriate.</li> <li>• Identify a pilot site if feasible</li> </ul>	<ul style="list-style-type: none"> <li>• Models developed</li> <li>• Pilot site identified.</li> </ul>	Community Justice Authority Chief Officer	August 2010

## Employability

### 5. Develop existing community based services. Continue to develop the range of disposals available within the CJA

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
<b>5.1</b> Monitor and evaluate the 'Transition's to Employment' project in West Dunbartonshire's introduction to Argyll & Bute and East Dunbartonshire	<ul style="list-style-type: none"> <li>• Provide a final evaluation report for NSCJA.</li> <li>• Present report to NSCJA board</li> </ul>	<ul style="list-style-type: none"> <li>• Report provided</li> <li>• Report presented to board</li> <li>• Decision made on continuation of funding</li> </ul>	<p style="text-align: center;">Argyll, Bute and Dunbartonshire Partnership Manager</p>	<p style="text-align: center;">December 2010</p>
<b>5.2</b> Explore further opportunities to increase employability prospects of offenders	<ul style="list-style-type: none"> <li>• Engage with Remploy to develop new service with HMP Greenock</li> <li>• Monitor progress through quarterly report to APIG</li> <li>• Evaluate initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Service in place in HMP Greenock</li> <li>• Quarterly reports received</li> <li>• Evaluation carried out</li> <li>• Decision made on continuation of service.</li> </ul>	<p style="text-align: center;">Community Justice Authority Chief Officer</p>	<p style="text-align: center;">September 2010</p>

## Women Offenders

### 6. Reduce the number of women receiving custodial sentences for non-violent offences

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
<b>6.1</b> Continue to develop tailored services specifically for women offenders in order to reduce offending rates <i>(follow on from 09/10 Action Plan 6.1)</i>	<ul style="list-style-type: none"> <li>• Voluntary Throughcare project Inverclyde</li> <li>• Introduce the Circles Scotland service into HMP Greenock</li> <li>• Quarterly progress reports to APIG.</li> <li>• Report to NSCJA board</li> <li>• Evaluation process set up.</li> </ul>	<ul style="list-style-type: none"> <li>• Project running successfully</li> <li>• Monitoring and evaluation carried out</li>   <li>• Circle initiative operating.</li> <li>• Monitoring and evaluation carried out</li> </ul>	Chief Executive Circle Scotland	August 2010
				May 2010
<b>6.2</b> Ensure that all suitable, NSCJA women offenders are located in HMP Greenock.	<ul style="list-style-type: none"> <li>• Monitor monthly population figures from SPS.</li> <li>• Discuss any problems with SPS.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of women offenders from NSCJA in HMP Greenock maintained or increased.</li> </ul>	Community Justice Authority Planning Officer	March 2011

## Throughcare

### 7. Improve the transition between custody and the community and vice versa

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
<b>7.1</b> Maintain or Increase the proportion of prisoners from the NSCJA area held in HMP Greenock.	<ul style="list-style-type: none"> <li>• Monitor monthly population figures from SPS.</li> <li>• Discuss any problems with SPS Liaison Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Maintained or increased percentage of population of HMP Greenock from NSCJA area.</li> </ul>	Community Justice Authority Planning Officer	March 2011
<b>7.2</b> Support the implementation of the SPS Strategies : Children and Families. Young Adults Women Offenders	<ul style="list-style-type: none"> <li>• NSCJA board briefed on strategies.</li> <li>• NSCJA board updated regularly on progress</li> </ul>	<ul style="list-style-type: none"> <li>• Briefings delivered</li> </ul>	SPS/ CJA Liaison Manager	September 2011
<b>7.3</b> Ensure plan is in place for the implementation of activities and services to be provided at HMP Low Moss	<ul style="list-style-type: none"> <li>• Initiate Activities in Operational Systems Plan for Implementation – Community Justice Authority Links</li> <li>• Produce CJA Partnership Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Key milestones achieved in plan.</li> <li>• CJA Partnership Plan produced within timescale.</li> </ul>	SPS/ CJA Liaison Manager  Community Justice Authority Chief Officer	December 2010

## Substance Misuse

### 8. Ensure that offenders with substance misuse issues who come to the attention of the criminal justice system are referred to appropriate treatment services.

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
<b>8.1</b> Ensure that the Turnaround Residential Unit operates continually at maximum capacity and within prescribed budget.	<ul style="list-style-type: none"> <li>• Continue to attend Advisory Group meetings.</li> <li>• Continue to monitor presented progress reports.</li> <li>• Act on recommendations from independent evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>• Representation made at all meetings.</li> <li>• Progress reports interrogated</li> <li>• Evaluation received and any actions addressed.</li> <li>• Joint decision made on continuation of funding.</li> </ul>	Community Justice Authority Chief Officer	March 2011
<b>8.2</b> Ensure strategic links established with Alcohol and Drug Partnerships(ADPs ) within NSCJA . <i>(Carried forward from 09/10 Action Plan 8.2)</i>	<ul style="list-style-type: none"> <li>• Agree joint strategic priorities between ADPs and NSCJA.</li> <li>• Circulate NSCJA Area Plan 2011-14 to ADPs</li> </ul>	<ul style="list-style-type: none"> <li>• Joint strategic priorities agreed.</li> <li>• Area Plan circulated.</li> </ul>	Community Justice Authority Chief Officer	March 2011
<b>8.3</b> Develop joint plan with NHS Greater Glasgow & Clyde focusing on 'Equally Well: Report of the Ministerial Task Force on Health Inequalities'.	<ul style="list-style-type: none"> <li>• Identify the new CHCP contact for NSCJA.</li> <li>• Circulate Area Plan 2011-14 to CHCPs</li> </ul>	<ul style="list-style-type: none"> <li>• CHCP contact identified and invited to APIG and Board.</li> <li>• Area Plan circulated</li> </ul>	Community Health Partnership Director Inverclyde	September 2010

## Health and Mental Health

### 9. Improve the provision of healthcare for offenders in the community and in custody.

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
<b>9.1</b> Continue to develop services to sustain or improve physical and mental well being and transitions in health service between custody and community <i>(Carried on from 09/10 Action Plan 9.1 &amp; 9.2)</i>	<ul style="list-style-type: none"> <li>• Participate in NHS/ SPS health care transfer arrangements</li> <li>• Update presentations to NSCJA board from project team</li> </ul>	<ul style="list-style-type: none"> <li>• Representation made at all meetings of project team.</li> <li>• Presentations made to NSCJA board.</li> </ul>	Community Justice Authority Chief Officer	March 2011
				September 2010

## Offender Accommodation

### 10. Improve access to suitable & sustainable accommodation for offenders

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
<b>10.1</b> Consider the adoption and implementation of the ' <i>Tayside Inter Agency Prison Discharge and Homelessness Prevention Protocol</i> '	<ul style="list-style-type: none"> <li>• Introduce Tayside protocol to Throughcare review arrangements for consideration</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement made between SPS and local authorities.</li> </ul>	Community Justice Authority Chief Officer	March 2011

## Victims of Crime

### 11. Improve information for victims of crime.

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
11.1 Explore with VSS and Local authorities how victim issues can be addressed within the CPOI arrangements.	<ul style="list-style-type: none"> <li>• Organise joint workshop to explore issues.</li> <li>• Consider whether protocol is appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop successfully completed</li> <li>• Protocol in place between VSS and Local Authorities.</li> </ul>	Victim Support Scotland Area Director Strathclyde West	October 2010

## Developing and Supporting the Workforce

### 12. Continue to improve opportunities for joint training

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
12.1 Continue to deliver core and joint training initiatives.	<ul style="list-style-type: none"> <li>• Implement Criminal Justice Social Work local training strategy.</li> <li>• Agree evaluation process.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy implemented</li> <li>• Evaluation of attendance at training.</li> </ul>	Criminal Justice Social Work Training and Development Officer	March 2011
12.2 Develop training programme for elected members.	<ul style="list-style-type: none"> <li>• Carry out training needs analysis for elected members.</li> <li>• Compile and submit report to NSCJA board</li> <li>• Develop training programme</li> </ul>	<ul style="list-style-type: none"> <li>• Training needs analysis completed.</li> <li>• Report submitted to board</li> <li>• Training programme approved.</li> </ul>		June 2010
12.3 Rollout LS/CMI training following evaluation of Renfrewshire pilot.	<ul style="list-style-type: none"> <li>• Consider recommendations from evaluation.</li> <li>• Develop training plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation completed and findings considered</li> <li>• Training programme in place.</li> <li>• All relevant staff trained.</li> </ul>		March 2011

# Communications

## 13. Increase understanding and confidence in the criminal justice system.

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
<b>13.1</b> Continued use of communication avenues to promote and publicise the work carried out by the criminal justice system.	<ul style="list-style-type: none"> <li>Identify key communications issues.</li> <li>Publicise locally the work of the CJA and criminal justice system.</li> </ul>	<ul style="list-style-type: none"> <li>Continue presentations to local bodies.</li> <li>Increased number of press releases.</li> <li>Demonstrate communications with NSCJA local communities.</li> </ul>	Community Justice Authority Chief Officer	March 2011
<b>13.2</b> Continued engagement with SPS & relevant partners in the development of the ethos and services for HMP Low Moss.	<ul style="list-style-type: none"> <li>Develop and work to actions and timescales outlined in the implementation plan for partnership involvement.</li> </ul>	<ul style="list-style-type: none"> <li>Key milestones in implementation plan met.</li> </ul>	Community Justice Authority Chief Officer	March 2011
<b>13.3</b> Contribute to a national process for the sharing of good practice	<ul style="list-style-type: none"> <li>Establish process between CJA and partner agencies for reporting good practice.</li> </ul>	<ul style="list-style-type: none"> <li>Processes established.</li> <li>Good practice reports obtained.</li> <li>Areas of good practice shared.</li> </ul>	Community Justice Authority Planning Officer	December 2010
<b>13.4</b> Engage with Community Planning Partnerships (CPPs) to maintain a strategic overview of issues where there are shared responsibilities in the NSCJA area.	<ul style="list-style-type: none"> <li>Establish dialogue with CPPs.</li> <li>Establish meeting schedule.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings set up and in place.</li> <li>Agreement met on joint communications issues between CJA &amp; CPP.</li> </ul>	Community Justice Authority Chief Officer	December 2010
<b>13.5</b> Contribute to the Single Outcomes Agreements (SOAs) outlining NSCJAs contribution to the delivery of local and national objectives.	<ul style="list-style-type: none"> <li>Ensure Area Plan 2011-14 reflects National Objectives in Scotland Performs.</li> </ul>	<ul style="list-style-type: none"> <li>Area Plan 2011-14 agreed by partners.</li> <li>Area Plan 2011-14 approved by Justice Minister.</li> </ul>	Community Justice Authority Chief Officer	March 2011

## Performance

### 14. Establish framework for quality assurance, performance management and outcome measures

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
14.1 Ensure all aspects of Performance Management and any new developments including inspection findings are encapsulated in Performance Framework.	<ul style="list-style-type: none"> <li>Monitor partner agencies compliance with action plan through progress report process for APIG</li> <li>Ensure CJS arrangements continue to be consistent with good governance and Scottish Government Guidance</li> </ul>	<ul style="list-style-type: none"> <li>Reports submitted on time indicating positive progress made against actions.</li> <li>Reports to CJA board outlining progress.</li> </ul>	Community Justice Authority Planning Officer	March 2011
14.2 Establish National Success Factors for CJAs	<ul style="list-style-type: none"> <li>Work with planning officers to establish what constitutes a successful CJA,</li> <li>Form outcome measures from Fair, Fast and Flexible Justice</li> </ul>	<ul style="list-style-type: none"> <li>National Outcomes and Success Factors established</li> </ul>		November 2010

## Resources

### 15. Align resources to the delivery of priorities identified in plan

Actions 2010-11	Tasks 2010-11	Key Milestones	Responsible Officer	Timescale
15.1 Ensure long term compliance with the financial memorandum	<ul style="list-style-type: none"> <li>Continue with robust financial monitoring process for Section 27 allocation.</li> <li>Establish process to ensure long term compliance with financial memorandum</li> <li>Introduce Conditions of Grant for Local Authorities</li> </ul>	<ul style="list-style-type: none"> <li>Returns submitted from local authorities for each financial period.</li> <li>Conditions of Grant signed and returned by constituent local authorities</li> </ul>	Community Justice Authority Chief Officer	March 2011
				June 2010

For further information please on North Strathclyde Community Justice Authority  
please visit our website [www.nscja.co.uk](http://www.nscja.co.uk)