

North Strathclyde Community Justice Authority

Annual Report 2010/11





Part of the Department
for Work and Pensions

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1.6%

*The reduction in
crime across NSCJA
10/11 ¹*

10383

*The number of
charges proved in
Courts across
NSCJA 09/10 ²*

42.9%

*Reconviction Rate
in NSCJA³*

42.4%

*Reconviction Rate
in Scotland⁴*

65%

*Those convicted
within 2 years of
being released from
a custodial sentence
in NSCJA⁵*

49%

*Those convicted
within 2 years of
completing a
community
sentence in NSCJA⁶*

Foreword



As Convener of North Strathclyde Community Justice Authority (NSCJA), I am pleased to present our fourth Annual Report.

Our Area Plan 2008/11 reflected the national and local priorities for the past 3 year period. It set out how NSCJA would work with the constituent Local Authorities, the Police, the Scottish Prison Service and other partners from a wide range of agencies across all sectors, to achieve positive outcomes for individuals and communities across the NSCJA area.

This Annual Report covers the period April 2010 to March 2011 and details the progress and achievements our partners have made during the last year towards the goals set in our 2008/11 Area Plan .

A great deal of work has already been carried out to tackle offending and re-offending in order that people across NSCJA can feel safer in their communities.

I am confident that we can continue to make a significant impact on reducing re-offending and achieving more positive outcomes in the NSCJA area.

A handwritten signature in black ink that reads "Douglas A. Yates". The signature is written in a cursive style with a large, looping 'Y' at the end.

Councillor Douglas Yates
Convener

¹ Strathclyde Police Crime Statistics – Crime Groups 1-5

² Criminal proceedings in Scottish Courts 2009/10

³⁻⁶ Recconviction Rates in Scotland: 2007-08 and 2008-09 Offender Cohorts

North Strathclyde Community Justice Authority

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 Convener and Vice-Convener. 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, who are:

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

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:

- Alcohol and Drug Partnerships
- Community Planning Partnerships
- Community Safety Partnerships
- Violence against Women Partnerships

NSCJA is also represented at the:

- Argyll & Clyde Criminal Justice Board.
- MAPPAs Strategic Group
- National Finance Officers Group
- NHS GG&C Prison Healthcare Transfer Groups
- Reducing Reoffending Programme Young People Who Offend Project
- The Sheriff Principal's Meeting

How we add Value



The focus of all eight CJAs is on reducing reoffending in their local areas. The main approach is the development and monitoring of a three year Area Plan and associated annual Action Plans through consultation with partners. Achieving the aims and objectives set out in the plans involves a multi agency approach.

CJAs also recognise the need to play an active role in national policy developments We are able to do this in a number of ways.

- Meetings with Senior Officers and MSPs / Ministers
- Submissions to Parliament Committees
- Submissions to consultation exercises
- Submissions to Ministers
- In February 2010 we also took the opportunity to jointly launch our 2011/14 Area Plans at an event in the Scottish Parliament sponsored by the Justice Secretary
- CJA Conveners are members of the CoSLA Community Safety Committee.

Reducing Re-offending Programme (RRP)

Along with all other CJAs and our partner organisations we have participated in the Scottish Governments Reducing Reoffending Programme. This programme has been established to bring together the key organisations to address improvements in the way we work in the justice system.

There are four main projects within which the CJAs are making a unique independent contribution;

- Community Reintegration
- Young People who Offend
- Pre Disposal
- Effective Community Disposals

NSCJA officers actively contribute to the Young People who Offend project. Positive contribution at these meetings displays achievement of action 3.1 from our 2010/11 plan:

‘Act on recommendations of the Reducing Reoffending Programme project ‘Young People who Offend’’. (Appendix 1, action 3.1)

It is anticipated that improvements arising from the work of the RRP will be implemented during the period 2011/14 and we have begun working with partners to assist this process.

CJAs Working Together

The Conveners 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) and
- Association of Directors of Social Work (ADSW).

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

CJA representatives have also jointly provided written and further verbal evidence to the Parliamentary Committees that scrutinised the Criminal Justice and Licensing (Scotland) Bill. During 2010/11, CJAs proactively submitted joint comments on a number of Government Consultations on justice related matters.

The Management of Offenders etc (Scotland) Act 2005 created a special relationship between CJAs, Local Authorities and the Scottish Prison Service, which is defined as a ‘duty to cooperate.’

In recognition of this, the eight CJAs worked in collaboration with ADSW and the SPS to prepare a joint statement, which is supported by Scottish Government and CoSLA.

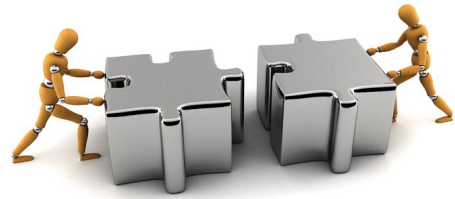
“ We will make an effective contribution to creating a safer Scotland by working in partnership to reduce reoffending in our communities”

A major example of joint working, during 2010/11, between all CJAs and the national bodies listed above, was the collaborative development of four joint strategic aims. These aims will be progressed over the 3 year period 2011/14.

- Improve joint working practices.
- Improve information sharing
- Improve community integration.
- Improve the shared management of resources and policy development.

The theme of the aims are also being progressed through the Scottish Governments Reducing Reoffending Programme and other joint forums.

Our Progress



HMP Low Moss

During 2010/11 we set out to:

*‘Ensure a plan is in place for the implementation of activities and services to be provided at HMP Low Moss’ (Appendix 1, action 7.3).
and*

‘Continue engagement with SPS & relevant partners in the development of the ethos and services for HMP Low Moss’. (Appendix 1, action 13.2)

828
NSCJA residents in prison
on any one day⁷

Over the past year NSCJA has worked in collaboration with the Scottish Prison Service New Prison Team and the HMP Low Moss Management Team in preparing for the opening of the establishment in March 2012.

This work has involved the joint development of an implementation plan in which NSCJA have been responsible for the identification and provision of supporting services, in particular Throughcare services and 3rd sector partner involvement.

NSCJA officers have also contributed towards the development of healthcare service through participation in the local implementation group.

To manage ongoing developments, we established a joint NSCJA/HMP Low Moss Throughcare Group. We have also worked in collaboration with a number of partners to develop the protocols outlined in section 3 below. These partners included Local Authority Housing, Job Centre Plus, Local Authority Adult Literacy services and Community addiction services. We have met with a number of Voluntary Sector organisations to scope out future service provision for the establishment.

MAPOS Review

During the course of the year, the MAPOS steering group decided to review the initiative to consider the way forward. This was directly in line with our action to:

‘Continue to monitor the effectiveness of the Multi Agency Prolific Offender Strategy (MAPOS)’ (Appendix 1 action 2.3)

The review group, consisting of representatives from the key partners in the strategy, convened on 31st August 2010 and came to a number of conclusions, and a recommendation that MAPOS reverted back to the original agreement between the police and COPFS with the funding for the CJSW element redirected. The Steering Group met in November 2010 and accepted the recommendation with the proviso that the principle of addressing persistent offenders is still a priority area for NSCJA and that good practice in this area will be investigated for future consideration. This will be incorporated into our action plan for 2011/12. The board took the decision to redirect the funding for the CJSW element of the MAPOS initiative to priority areas identified through the service redesign project.

Inverclyde Community Service Award

The Inverclyde Community Service Team was given a top award in recognition of its work providing the Scottish Criminal Courts with a reliable community based alternative to custody. The team was named best service team in social care at the Association for Public Service Excellence (APSE) Awards 2010 at an annual ceremony in Derry in September last year, beating 3 other nominees from 5 other British council areas. APSE is a local government body working with more than 300 councils throughout the UK promoting excellence in front line services. More than 300 submissions were received for the prestigious awards which recognise those councils and service provides who have delivered excellence in front line services.



In picture Anne Clark Assistant Service Manager, Kirsty Lyle Community Service Assistant, Lucille Thirby, Unison and presenter Sile Seoige

HMP Greenock

Two actions from our 2010/11 action plan were specifically linked to HMP Greenock, these were:

'Ensure that all suitable, NSCJA women offenders are located in HMP Greenock'
(Appendix 1, action 6.2).

and

'Maintain or Increase the proportion of prisoners from the NSCJA area held in HMP Greenock' (Appendix1, action 7.1).

13.9%
of NSCJA convicted offenders
received a custodial sentence⁸

During the past year the daily number of women offenders in HMP Greenock has fluctuated between 6 and 10, an average of 14.5% of the women offender population in HMP Greenock. This is partly due to the stringent selection criteria for transfer from HMP&YOI Cornton Vale to the establishment. The overall percentage of the population of HMP Greenock that are NSCJA residents has remained fairly steady throughout the year at between 54% and 56%.

NSCJA has enjoyed a close relationship with HMP Greenock. During this reporting year the establishment has been involved with NSCJA in a number of ways. They have:

- Facilitated literacies protocol pilot.
- Facilitated Remploy employability pilot
- Hosted the literacies protocol launch event
- The Deputy Governor chairs the NSCJA Women Offenders Steering Group.

Women Offenders

An action carried forward from our 2009/10 action plan was to:

'Continue to develop tailored services specifically for women offenders in order to reduce offending rates'. (Appendix 1, action 6.1)

We also said that we would:

'Support the implementation of the SPS Strategies for Children and Families; Young Adults; Women Offenders' (Appendix 1, action 7.2)

39 The daily average number of women in prison⁹

During 2010/11 NSCJA allocated £100,000 specifically to provide tailored services for women offenders. This funding was allocated to the Argyll, Bute and Dunbartonshire Criminal Justice partnership and Inverclyde Criminal Justice Social Work services. The partnership used £37,000 to contract Circle Scotland, providing an in reach service and ongoing support in the community for women offenders, who have children, in HMP Cornton Vale.

The Circle Scotland project supported 16 women over the last year and the organisation has a high success rate in engaging with offenders when they return to the community and reducing the instance of them returning to prison. Two of the 16 were young, pregnant women who were being supported through parenting skills in preparation for the birth of their child.

A portion of the funding is used to deliver various groupwork modules and establish links with Clydebank College where women, who are usually subject to a community supervision order, get access to a taster programme.

Inverclyde CJSW has used the grant they received to pilot an enhanced model of Throughcare support.



Prison Healthcare Groups

Following a Feasibility Study undertaken in 2007, Ministers approved the transfer of responsibility for prisoner healthcare from the Scottish Prison Service (SPS) to the National Health Service (NHS). A National Programme Board for Prisoners Healthcare was established in early 2009 and is responsible for overseeing and steering the preparatory work and eventual operational transfer. NSCJA officers have been involved in the operational transfer process since early 2010. The Chief Officer attends and inputs into the Greater Glasgow and Clyde Prison Healthcare Local Implementation Group, the main programme board for the transfer in the healthboard area. The Planning Officer attends and inputs into both the GG&C Throughcare sub group as well as the HMP Low Moss Local Implementation Group. Officers attendance and input into these groups, indicates positive outcomes in what we set out to achieve in actions from our 2010/11 action plan:

‘Develop joint plan with NHS Greater Glasgow & Clyde focusing on ‘Equally Well: Report of the Ministerial Task Force on Health Inequalities’’ (Appendix 1, action 8.3)

**182 alcohol related deaths
across NSCJA 2010/11¹⁰**

**68 drug related deaths
across NSCJA 2010/11¹¹**

‘Continue to develop services to sustain or improve physical and mental well being and transitions in health service between custody and community’ (Appendix 1, action 9.1)

Protocols

In the 2010/11 Action Plan, we stated that we would:

‘Consider the adoption and implementation of the Tayside ‘pathways’ for Short Term Prisoners’ (Appendix 1, action 10.1)

North Strathclyde CJA has worked closely with partner agencies over the past year, to draft and Implement a suite of protocols to consolidate and improve joint working between community based and custodial services for offenders. The protocols have been structured around the key areas of offender need in:

- addictions
- accommodation;
- literacies
- employability support.

The Protocols will primarily respond to the needs of short term and remand prisoners and assist the Throughcare process for post release community reintegration. Protocols will articulate and establish good practice in engaging with offenders who are entering and exiting prison and help clarify expectations in terms of information sharing and confidentiality agreements. . This will also assist in achieving the deliverables of the Scottish Government’s ‘Reducing Reoffending Community Reintegration project’ and in taking forward recommendations contained within ‘Offender Learning: Options for Improvement’ and nationally agreed Offender Outcomes. They will also respond to key recommendations contained within national strategies such as The Road to Recovery and objectives contained within the NSCJA Area Plan.

During 2010/11, a pilot project was set up with HMP Greenock to test the literacies protocol, thus highlighting any teething problems prior to HMP Low Moss opening, initial feedback has been positive.

The remaining three protocols are at various stages of development and will be finalised during 2011/12.

10. General Registrar for Scotland Alcohol Related Deaths 2010/11

11. General Registrar for Scotland Drug Related Deaths 2010/11

Turnaround Evaluation

During 2010/11 we said that we would:

*'Monitor and evaluate the Turnaround service in both the community and residential units'
(Appendix 1, action 2.2),
and*

*'Ensure that the Turnaround Residential Unit operates continually at maximum capacity and within
prescribed budget' (Appendix 1, action 8.1).*

1172

Individuals referred to the project over 3 years of operation¹²

Throughout the latter half of 2010 we worked with Glasgow Caledonian University and other partners to complete an evaluation of the Turnaround Project. The final report was published in January 2011 and this enabled the Scottish Government to agree a further years funding for the project. Unfortunately it was not possible for the consortium of independent trust funders, who also supported the project, to continue their funding. This resulted in approximately £400,000 being removed from the project budget. In February and March 2011 we began working with officers from Turning Point Scotland and the Local Authorities to agree a restructuring of the project in order to absorb this significant reduction to its overall funding. By the end of March 2011 this work was completed and as a result the project closed its 4 community bases and co-located the community based staff with Criminal Justice Social Work in Greenock, Dumbarton and Paisley.

The evaluation of the project was positive and noted that 1172 individuals were referred to the project during its 3 years of operation. A copy of the evaluation can be found on our website under our other publications page.

Community Planning Partnerships (CPPs) / Alcohol and Drug Partnerships (ADPs)

In this reporting year we set out to:

*'Engage with Community Planning Partnerships to maintain a strategic overview of issues where there
are shared responsibilities in the NSCJA area' (Appendix 1, action 13.4)
and*

*'Contribute to the Single Outcome Agreements (SOAs) outlining NSCJAs contribution to the delivery of
local and national objectives' (Appendix 1, action 13.5)*

During 2010/11 we met with several Community Planning Partnership (CPP) Managers from our Local Authorities to discuss common issues and priorities. These meetings proved to be a successful start for NSCJA improving our working relationships with these key bodies. Representatives from our CPPs attended our Area Planning event and had an input into the formulation of our 2011/14 area plan. NSCJA also provides information for Single Outcome Agreements across our area. We will continue to work closely with CPPs over the coming years. During this reporting year, we also began dialogue with colleagues from the ADPs within our area with the aim of creating strategic alignment between both bodies. We will jointly progress this approach during 2011.

Community Payback Order

This section corresponds to a number of actions from our 2010/11 plan. These are 4.1; 4.2; 4.4; 11.1 and 12.1. which can be viewed at Appendix 1.

On the 1st of February 2011, the Justice Secretary, Kenny MacAskill, was in Johnstone Renfrewshire to launch the new Community Payback Order (CPO).



13.6%
of NSCJA convicted
offenders
received a community
sentence 2009/10₁₃

The CPO became the main community sentence in Scotland replacing Probation; Community Service and Supervised Attendance Orders. During February and March across North Strathclyde there have been 21 Community Payback Orders with varying requirements imposed (listed below). We would expect month on month increases during 2011/12.

Single Requirement attached		Multiple Requirements attached	
Unpaid Work Level 1	4	Supervision and unpaid work level 2	4
Unpaid Work Level 2	4	Conduct and unpaid work	2
Supervision	2	Drug treatment and unpaid work level 2	2
Programme	2	Residence; Conduct; Alcohol treatment and unpaid work level 2	1

During the period leading up to the launch date we worked closely with our constituent local authorities and statutory partners to raise awareness about the CPO. We organised three events which were attended by 125 people with an interest in community sentences. In addition our Training and Development Officer coordinated 12 separate tranches of training for Social Work staff who would be supervising the new order. Details of this and other training can be found in Section 6 of this report.

The Local Authorities were also involved in training local Justices of the Peace who were able to use the order as a disposal, in a limited form, from the 1st of February.

A special edition of our newsletter was produced to further raise awareness of the order across our communities. Printed leaflets, promotional materials and pop up stands were procured to increase visibility and ensure information on the new order was available.

42%
of NSCJA offenders sent to custody
were sentenced to under 3 months 2009/10₁₄

Multi Agency Public Protection Arrangements (MAPPA)

The 2010/11 action plan (Appendix 1) identified 3 actions that are associated with MAPPA; these were actions 1.1; 1.2 and 1.3.

Multi Agency Public Protection Arrangements require the responsible authorities, Police, Local Authorities, the Scottish Prison Service and Health to jointly assess and manage registered sex offenders in the community. This is achieved by sharing information on the sex offenders and putting robust management in place to protect the public. The arrangements are overseen by the MAPPA Strategy Group comprising of senior officers from each of the responsible authorities.

During the past year the MAPPA Strategy Group in NSCJA has:

- signed off a joint memorandum of understanding,
- further developed the performance management arrangements and
- introduced a Communication Strategy.

*35.79 per 100,000 population
the rate of registered sex offenders in
NSCJA area¹⁵*

NSCJA has the lowest rate of registered sex offenders living in the community of any CJA area in Scotland. At 31st March 2011 there were 266 registered sex offenders across the NSCJA area. This is a rate of 35.79 per 100,000 population. There were also 29 restricted patients living in the community who are subject to MAPPA.

The work that the responsible authorities put into MAPPA is considerable and in the very few high risk cases will involve very senior officers from each of the organisations involved. Due to the risks to the public from some of the offenders, MAPPA is regarded as a top priority by all organisations involved.

During this reporting year there have been a number of events and training that have prepared staff in this area.

- NSCJA facilitated 3 follow up workshops for High Risk Offender work,
- A further 2 trainers were trained in delivering MAPPA training.
- A review meeting took place during the year on the continuation of the ongoing NSCJA initiative for multi agency information exchange on violent offenders in preparation for this categories inclusion in MAPPA.
- New protocols were established for the management and provision of Intensive Support Packages across NSCJA.

NSCJA publishes a MAPPA Annual Report each year, which provides detailed information on this area of work. The MAPPA annual reports are available on our website www.nscja.co.uk

www.nscja.co.uk

Employability

During 2010 NSCJA focussed on two areas to address this cross-cutting issue:

‘Monitor and evaluate the ‘Transitions to Employment’ project in West Dunbartonshire, East Dunbartonshire and Argyll & Bute’ (Appendix 1, action 5.1)

and

‘Explore further opportunities to increase employability prospects for offenders’ (Appendix 1, action 5.2)

In early 2010, NSCJA was approached by Remploy with an outline proposal to deliver a pilot aimed at increasing the employment prospects of offenders with disabilities and behavioural difficulties, including those induced by long term drug and alcohol misuse. A meeting was facilitated between NSCJA officers, Remploy and managers from HMP Greenock. The details of how and with whom this initiative could be piloted were agreed. Work to progress the pilot project is currently ongoing.

The ‘Transitions to Employment’ initiative was set up to support those offenders furthest from the labour market to access and sustain employment. Part funded through the European Social Fund, it has created Employment Support Worker posts in CJSW across the three local authorities involved. Outcomes from the initiative have been favourable. 44 offenders have been supported in Argyll & Bute with 18 (41%) continuing in employment, training or further education. In East and West Dunbartonshire, 55 have been supported with 28 (50%) going onto employment training or education.

Both initiatives will be reviewed in 2011 as the employability protocol nears completion.

‘Moving On’ Renfrewshire project

Our 2010/11 action plan stated NSCJA would:

‘Continue to engage with Action for Children (Scotland) through ongoing support of the ‘Moving On’ Renfrewshire project’ (Appendix 1, action 3.2)

During this reporting year, NSCJA has established a representation on the Steering Group of this Robertson Trust funded project, which is part of Action for Children’s community justice services. The project works to help young prisoners returning for YO1 Polmont reintegrate into the community. Over the last 3 years they have worked with 75 young people most of whom (82%) participated in their development / skills programme following release into the community. Of those who completed the programme 74% did not return to custody. This compares very favourably with an average return to custody for young offenders of around 80%.

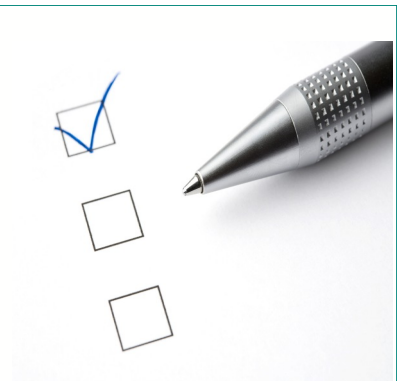
82
*The daily average
number of young men
from NSCJA in prison*¹⁶

Last year 7 of the young men attending the project successfully completed an 8 week construction skills programme run in partnership with Balfour Beatty Engineering Services. Part of the programme involved participants laying pathways, slabs, erecting fencing, building a barbeque and constructing a bridge in the grounds of Rowanlea Children’s Unit in Johnstone, Renfrewshire.

74%
*Participants did not return to
custody*¹⁷

16. Scottish Prison Service Statistical Return 2010/11
17. Moving On Renfrewshire Annual Report 2010/11

Managing Resources



As an ongoing action we aimed to:

'Ensure long term compliance with the financial memorandum' (Appendix 1, action 15.1)

We believe that we have achieved this during 2010/11 through the areas outlined in this section, which have enabled the NSCJA responsible officer to maintain robust financial governance over the allocated grant.

Allocating Funding to Local Authorities

In 2010/11 NSCJA allocated £10.9m of Section 27 grant to the Criminal Justice Social Work Services across our six Local Authorities. This included our share of an additional £6 million granted in the 2 previous years to improve unpaid work and introduce Community Payback Orders. NSCJA facilitated a series of meetings with the Chief Social Work Officers (CSWOs) of the six Local Authorities to agree the grant allocation.

In addition to this core funding, NSCJA received £100000 specifically for work with women offenders.

Details of the allocation are presented in [Appendix 2](#)

Monitoring Local Authority Grant Expenditure

NSCJA facilitates quarterly finance monitoring meetings with all six Local Authorities to monitor grant expenditure. 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 2010/11 there was a small underspend across NSCJA.

In addition to this local finance meeting, the NSCJA Chief Officer chairs the National Finance Group which is attended by 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.

www.nscja.co.uk

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.

Service Redesign

During 2010/11 our aim was to:

*'Review the cost effectiveness of CJSW service delivery across the NSCJA area'
(Appendix 1, action 4.3)*

In March 2010 at a regular meeting between NSCJA and the Chief Social Work Officers a decision was taken to progress with a redesign of Criminal Justice Social Work services, commencing with Drug Treatment and Testing Order (DTTO) services. This would be followed by an expansion to consider all aspects of criminal justice social work service delivery across the CJA area.

A Project Implementation Board was established to take this forward with the overall aim of the project being to:

- improve service resilience
- improve service flexibility
- create cost efficiency savings over the period 2011/14
- further develop shared services across the CJA
- improve service delivery to meet CJA and other local plans
- create clear accountability for the delivery of services

Last year we agreed an efficiency savings package of £158,000 which will be redirected to Area Plan Priorities during 2011/12. Future agreed changes to services will be subject to a phased implementation over the 3 year period 2011/14.

Running Costs

NSCJA received an administration grant, from the Scottish Government, of £219,721 in 2010/11, to cover running costs for the CJA. This funding covered the salaries of the 3 full time staff, a small remuneration for the Convener and property costs.

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

Our annual accounts for 2010/11 will be published on our website once laid before the Scottish Parliament in December 2011. The 2009/10 income and expenditure account and balance sheet is shown at [Appendix 3](#) to this report.

Communication



We set out our aims in this area to be:

‘Continued use of communication avenues to promote and publicise the work carried out by the criminal justice system’ (Appendix 1, action 13.1)

‘Contribute to a national process for the sharing of good practice’ (Appendix 1, action 13.3)

To achieve these actions, NSCJA promotes good practice in offender management and reducing reoffending in a variety of ways.

Workshops

During 2010/11 we held workshops on the following areas of practice

- Circle (Scotland) initiative.
- High Risk Offenders.
- Women Offenders practitioner’s forum

NSCJA officers also attended and input into a number of workshops and conferences over the year e.g.

- Violence Reduction Unit
- Circle Addiewell Project
- Employability
- Caledonia Youth
- Literacies
- Drug and Alcohol
- The Partnership Development Initiative
- Scottish Association for the Study of Offending (SASO) annual conference.

Sharing Good Practice

In collaboration with the other CJAs, reports on areas of good practice, in each of our CJA areas, are circulated to be shared with our relevant partner organisations. These areas are also submitted for posting on the Scottish Government Justice Division’s information sharing website ‘SharePoint’.

Newsletters – “The Authority”

During 2010 we published 2 newsletters, Spring and Winter editions, each of which were circulated to approx 700 individuals and organisations with an interest in justice issues in North Strathclyde. Each newsletter contains articles highlighting a particular service or project aimed at reducing reoffending in our area. The topics were:

- Voluntary Sector organisations and
- Work being carried out by our partners



Members Briefing

As part of our ongoing and developing communication strategy, the NSCJA officers in consultation with the Board members began producing bi-monthly briefings for the elected members. During this reporting year 2 briefings were produced, covering a range of CJA related topics. The briefings keep the elected members who sit on the NSCJA board up to date with new and ongoing initiatives as well as links to recent justice related publications of interest. This gives the members a foundation to report to their committee if they wish to do so.

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 quarterly produced newsletter.

The site is managed and updated by NSCJA officers through an input and approval model. Performance of the website is monitored using Google Analytics. During 2010/11 there were 3121 visits to the site, this was an increase of 29.13% on the previous year. 78.88% of these visits were new visits, an increase of 7.66% on 2009/10. The visits from the site came from 59 countries around the world. NSCJA are proud of the website and the information that it gives to visitors, however we are continually looking to make improvements wherever possible.

29.13%
the percentage increase of
visits from 2009/10¹⁸

59
the number of countries
that visitors to the site
were from¹⁹

Training & Development

Learning and professional development remains a crucial element in the overall work of the CJA, in both achieving its priorities with regard to the Area Plan and developing practice in National initiatives. We set out to:

- ‘Continue to deliver core and joint training initiatives’ (Appendix1, action 12.1)*
- ‘Develop training programme for elected members’ (Appendix 1, action 12.2)*
- ‘Roll out LS/CMI training following evaluation of Renfrewshire pilot’ (Appendix 1, action 12.3)*

This section also contributes to the 2010/11 actions 2.1 and 4.1 (Appendix1)

2010 was a busy year in terms of staff training. The central theme throughout the year was the preparation, planning and delivery of the national roll out of a number of key initiatives.

- Community Payback Order (CPO)
- Criminal Justice Social Work Report (CJSWR)
- Level of Service / Case Management Inventory (LS/CMI)
- National Outcomes and Standards (NOS)

Community Payback Order (CPO)

The introduction of the new CPO which came into force on 1st February 2011, involved the release of staff for a one day briefing session. This was aimed at a wide range of staff including Community Service, DTO and various other agencies across the justice sector.

125

individuals attended awareness sessions

The training was a brief introduction for staff to the key legal changes, an opportunity to consider the implications for service delivery and to discuss the underpinning themes of *reparation, restriction, rehabilitation and re-integration*.

Criminal Justice Social Work Report (CJSWR)

2010 also saw the introduction of a new format of court report for Criminal Justice Social Work. The new Criminal Justice Social Work Report (CJSWR) replaces the previous Social Enquiry Report (SER). The purpose of the CJSWR is to assist in the sentencing process and is designed to complement the range of other information available to Sentencers.

85

CJSW services staff members attended this training

The training and supporting guidance introduced a standardised template for the court report which reflects changes to the style of report writing, to a briefer, focused and more concise report. The emphasis is on the inclusion of information with a relevance to offending behaviour, risks and needs and concern for public safety.

Level of Service / Case Management Inventory (LS/CMI)

LS/CMI is an integrated risk assessment and case management tool. After a number of years planning, and adaption of the materials for use in Scotland, LS/CMI was launched by the Scottish Government for roll out to both Criminal Justice Social Work and the Scottish Prison Service in September. This is a major undertaking and training across the country will continue until the end of 2011.

As Renfrewshire Council Social Work staff undertook the initial pilot for LS/CMI, it was agreed that NSCJA would be the first to deliver the training.

One of the challenges for North Strathclyde was that the timing of this training coincided with the roll out of another three national initiatives, NOS, CPO and CJSWR.

**123
staff members
completed LS/CMI
training**

LS/CMI is a five day training event, with a follow up session for IT. Each of the other initiatives required a one day introduction; this entailed considerable planning by Local Authorities for the release of staff for 8 to 9 days training over a short period of a few months.

**49
staff members completed
LS/CMI additional catch up
sessions**

National Outcomes and Standards (NOS)

National Standards are the rules and guidance that criminal justice social workers require to apply in their work. The standards are intended to provide a clear structure for professional accountability, strong governance and leadership, which will achieve the outcomes of community safety, justice and social inclusion.

The new standards reflect a shift in emphasis to an outcome focus and recognise that policies over the last 20 years have evolved considerably. This includes support for the use of research and evidence based interventions; a focus on risk management and reducing re-offending; and involves multi agency arrangements for public protection.

There are three key themes or high level outcomes being aimed for:

- | | |
|-------------------------|--|
| Safety | <i>maintaining community safety by protecting the public from serious harm;</i> |
| Justice | <i>holding individuals to account for their actions and so reduce re-offending;</i> |
| Social Inclusion | <i>supporting an individual's efforts not to offend though their social inclusion.</i> |

94 practitioners attended the NOS training

Training Outcomes

All of the training outlined above took place between October 2010 and December 2010, with the exception of one 5 day course in December which had to be abandoned half way through due to the severe weather, and was to be re-scheduled in January 2011.

In total this involved 78 days of learning and development spread across the 6 Local Authority areas.

Delay in the commencement of some of the initiatives created training opportunities;

The waiting lists for staff training in existing national programmes were effectively reduced in NSCJA to almost nil. This focussed on:

- CSOGP
- Constructs PSSO
- RM2000/SA07

NSCJA by being first, and having hosted the pilot, for LS/CMI incurred some additional training as the content of courses changed and improved. This effectively meant around 70 days training in a short three month period. It had the disadvantage of the IT sessions being less integrated with the 5 days clinical training than might have been the case otherwise

NSCJA also hosted a range of staff from across Scotland e.g. SPS, prison based social workers, other CJA area staff, RMA and mental health practitioners.

Additional Learning and Development

Another training associated action from our 2010/11 action plan was to:

'Prepare new bid for Caledonian system for perpetrators of domestic violence, victims and children, to be submitted late 2010, early 2011' (Appendix 1. Action 2.1).

North Strathclyde was unsuccessful in making a bid for funding to introduce the Caledonian System across the CJA during the initial round. However time was spent in preparing plans and information for the self assessment and bid itself. In the initial preparations for introducing a system for work with domestic abuse offenders, women and children affected by abuse, a number of staff trained in the relevant specialist risk assessments SARA (Spousal Abuse Risk Assessment) and B-safer. The CJA were grateful for financial and practical assistance in delivery of this training from the Domestic Abuse Consortium.

A number of other one-off and development events were supported throughout the year. This included the launch of a series of practice exchanges focussing on work with women offenders, and responding to locally identified needs. – e.g. – Motivational Interviewing training in Argyll & Bute was delivered in partnership with STRADA. This was piloted with adapted materials to work with offenders in the justice system and attended by the Criminal Justice team. It could be replicated elsewhere as required.

Members Training and Development

In February 2010 our Board Members completed an exercise to identify their Training and Development needs in relation to CJA activities. A programme of presentations and visits (appendix 4) was prepared to deliver training and development in 2010/11.

Area Plan 2008/11



This annual report outlines progress in the last year of our three year Area Plan for 2008/11.

Over this three year period, NSCJA has had a significant impact on addressing offending and associated issues in our area.

A number of initiatives have evolved over this period which included.

- financial management arrangements
- the setting out and reporting of progress against the annual action plan
- information sharing on serious and violent offenders
- the development of the suite of protocols for HMP Low Moss & HMP Greenock.

We have also taken the tough decisions, at times, to redirect resources to priority areas, review services, and stop delivering services where inefficiencies were identified. NSCJA has reacted positively to changes in direction, policy and priorities from Scottish Government over this 3 year period.

Over the three year period the NSCJA annual action plans have set out 122 actions to be achieved by ourselves and our partners. 107 of these actions were achieved successfully. It should be noted that 6 of the actions not completed have either been subsumed by national initiatives e.g. the Reducing Reoffending Programme projects, have not been progressed due to a change in focus and redirection of resources during the year or have been out with the control of NSCJA officers due to disengagement of partners.

88%
Actions achieved over 3 year
period 2008/11

Over the period of the 2008/11 Area Plan, there are also a number of longitudinal actions that will be incorporated in the 2011/14 Area Plan. These include:

- Ongoing work with Women Offenders
- Review of Throughcare as part of the ongoing service redesign
- Ongoing links with ADPs
- Performance management through the introduction of the Performance, Policy and Communications Group (PPCG)

During this reporting year, those actions not achieved were:

- 2.1 No request from Scottish Government to bid for Caledonian System.
- 4.4 Financial constraints and redirection of resources.
- 14.2 National performance group in process of being established.

92%
Actions achieved over 2010/11

NSCJA is proud of the achievements that it has facilitated over the last three years .

Our Future **FOCUS**

During 2011/12 we will implement the 1st annual action plan of our 2011/14 Area Plan. The plan will build on and further progress the achievements over the last 3 years. This will include:

- We will continue to work with the HMP Low Moss management team and a wide range of partners to progress the previous achievements and ensure services are available both in prison and the communities to reduce the risks of reoffending prior to the establishment's opening in March 2012 and beyond.
- As the Community Payback Order becomes embedded as the main community sentence over the course of 2011 we will continue to support our Local Authority and third sector partners in developing structures and services which are effective in reducing reoffending.
- We will continue our work with the Scottish Prison Service, Local Authorities and other partners to address the increasing women offender prison population, by putting in place improved arrangements for community supervision as an alternative to custody. We will also fully co-operate with the Commission on Women Offenders once fully established.
- In partnership with Police, Health, Local Authorities, the Scottish Prison Service and our third sector partners we will tackle persistent offenders by creating a project aimed at reducing reoffending amongst those who have a substance misuse problem.
- During the next 12 months we will jointly agree actions which will take forward the four joint national strategic aims that were developed in partnership between CJAs, COSLA, ADSW, SPS and the Scottish Government.

North Strathclyde

Community Justice Authority

Area Plan 2011/2014

Progress against the 2010-11 Action Plan

Key	● action has been achieved	● action will be achieved within timescale	● action will not be achieved
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If actions are carried forward into 2011/12 this will be noted in the comments field

The Outcomes Influenced column refers to the Outcomes detailed in the National Strategy for Management of Offenders and those adopted for the CJA National Performance Framework

Action points	Action planned for 2009/10	Outcomes influenced	Progress	Comments
1.1	Continue to train key staff across responsible authorities in use of assessment procedures for violence	C1, C2, O9, S1, S3,	●	See update on LS/CMI (12.3) SWIA/ ADSW HRO follow up activity to original workshop. 3 workshops, file reading and self evaluation between November 10 and March 11. Exercise should identify further training needs. 2 trainers trained in MAPPA training. Considering adopting e-learning pack for MAPPA currently used in NCJA area.
1.2	Prepare for the national roll out of Multi Agency Public Protection Arrangements (MAPPA) for Violent Offenders.	C1, S2	●	Review meeting for Info exchange took place on 23rd July. Chief Officer member of Strategic Oversight Group. No decision on introduction of violent offenders to protocols to date.
1.3	Review the management and provision of Intensive Support Packages across NSCJA	C1,C2,O9 S4	●	New arrangements have been circulated. Currently no ISPs within the authority. New protocol in place.
2.1	Prepare new bid for Caledonian system for perpetrators of domestic violence, victims and children, to be submitted late 2010, early 2011.	C1, C2, O9, S4	●	No request for submissions during this financial year. Out with the control of NSCJA. Staff training carried out in preparation
2.2	Monitor and evaluate the Turnaround service in both community and residential units.	O3, S2,	●	Final independent evaluation report received. Regular attendance at Advisory Group meeting. CO chairs finance group.
2.3	Continue to monitor the effectiveness of the Multi Agency Prolific Offender Strategy (MAPOS)	C1,C2,O9 S2,S3,S4	●	Steering Group met 18.11.10. Recommendations reported to CJA board on 21.1.11.
3.1	Act on recommendations of Reducing Reoffending Programme sub project– ‘Young People Who Offend’ (YPWO)	C1, S1	●	No recommendations to date. NSCJA still active member of PIB and Workstream 4. Ongoing
3.2	Continue to engage with Action for Children (Scotland) through ongoing support of the ‘Moving On’ Renfrewshire project	C1,C2,O1O 3,O5,O9S2 , S4	●	Meeting between Robertson Trust, NSCJA and Moving On took place Sept 2010 to discuss piloting nutrition project as presented at last CJA board. Awaiting report from Polmont project, due for publication soon prior to committing resources. Chief Officer now member of Steering Group.

Action points	Action planned for 2009/10	Outcomes influenced	Progress	Comments
4.1	Support Criminal Justice Social Work services in the introduction of the new Community Payback Order.	C1-C7, O9, S1	●	CJSW staff training facilitated during August/Sept. Government presentation to practitioners 14 th July. Local Authority Workshop took place 20 th August 2010, implementation issues identified. 2 Catch Up CPO workshops organised mainly 3 rd sector organisations for late January early February 2011. 80 attendees expected.
4.2	Adopt and adapt good practice from Community Service Visibility Projects.	ALL	●	CPO branding utilised to produce leaflets, posters and pop up stands.
4.3	Review the cost effectiveness of CJSW service delivery across the NSCJA area.	C7, O9, S1, S4	●	Programme Board established. Service Manager seconded as Project Manager. Project team formed. Review project underway.
4.4	Develop model for delivering components of Community Payback Order.	C1-C7, O9, S1	●	Unachievable given current uncertainty over funding.
5.1	Monitor and evaluate the 'Transition's to Employment' project in West Dunbartonshire Argyll & Bute and East Dunbartonshire.	C1, C2, O5	●	44 offenders have been supported through the initiative in Argyll & Bute, 18 of which are in employment; training or education, (41%). 55 have been supported in West Dun with 28 going into employment; training or education (50%).
5.2	Explore further opportunities to increase employability prospects of offenders	C1, C2, O5	●	Pilot initiated between Remploy and HMP Greenock. Employability protocol established as part of Throughcare for HMP Low Moss will be developed prior to the prison opening.
6.1	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>)	C1,C2, C3/4, S2, S4	●	Women Offenders group is taking this forward through the Circle Scotland initiative and The Inverclyde Voluntary Throughcare Initiative. Engaging with Routes Out.
6.2	Ensure that all suitable, NSCJA women offenders are located in HMP Greenock.	C3/4, S1, S2	●	The number of female prisoners located in HMP Greenock who are NSCJA residents has fluctuated since April 2010 from between 6 and 10. Averaging at a percentage of 14.5% of the total female prisoner population in HMP Greenock, this has ranged between 47 and 52. This issue has been raised with SPS through liaison manager.

Appendix 1

Action points	Action planned for 2009/10	Outcomes influenced	Progress	Comments
7.1	Maintain or Increase the proportion of prisoners from the NSCJA area held in HMP Greenock.	C3/4, S1, S2	●	The percentage of the population of HMP Greenock that are NSCJA residents has remained fairly steady since April 2010 fluctuating between 54% and 56%. This has remained at an average of 18% of the total NSCJA population in the prison estate.
7.2	Support the implementation of the SPS Strategies for Children and Families.; Young Adults ; Women Offenders	C1, C2, O3, S1,S2	●	Erica Clarkson (SPS) presented the strategies to NSCJA board on 3.9.10. will be further supported through attendance at RRP workstreams. Action is complete.
7.3	Ensure plan is in place for the implementation of activities and services to be provided at HMP Low Moss.	C7, O9, S1, S4	●	Implementation plan developed. Working Group established. Draft protocols developed. Action is complete
8.1	Ensure that the Turnaround Residential Unit operates continually at maximum capacity and within prescribed budget.	C1, C2, O1, O3, O9, S4	●	The Residential Unit capacity monitored through regular advisory group meetings and reports from TPS. The Unit has been operating at approximately 60.14% capacity for the last financial year.
8.2	Ensure strategic links established with Alcohol and Drug Partnerships (ADPs) within NSCJA . <i>(Carried forward from 09/10 Action Plan 8.2)</i>	S1, S2	●	Area Plan circulated to all ADPs in November 2010. Substance Misuse Protocol being developed as part of Low Moss Throughcare package.
8.3	Develop joint plan with NHS Greater Glasgow & Clyde focusing on 'Equally Well: Report of the Ministerial Task Force on Health Inequalities'	O1,O3,S1S2	●	Engagement with NHSGG&C through prison based health care transfer.
9.1	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 & 9.2)</i>	O1 ,S2	●	Presentation on NHS/SPS health care transfer delivered to NSCJA board on 11.6.10, this milestone has been met within timescale. Chief Officer board member of NHSGGC Prison Healthcare LIG. Planning Officer member of the LIG Throughcare Sub-Group and HMP Low Moss implementation group, as well as the HMP Greenock Addictions Strategy Group..
10.1	Consider the adoption and implementation of the ' <i>Tayside Inter Agency Prison Discharge and Homelessness Prevention Protocol</i> '	C1,C2, O2, S2	●	Launch event attended in Perth June 2010. Protocols adopted as template for HMP Low Moss Throughcare (Employability; Addictions: Homelessness; Literacy and Numeracy) Action complete.
11.1	Explore with VSS and Local authorities how victims can be addressed within the CPO arrangements	C1, C2, C5	●	VSS have produced a package to be incorporated as part of the other activity requirement of the CPO.

Action points	Action planned for 2009/10	Outcomes influenced	Progress	Comments
12.1	Continue to deliver core and joint training initiatives.	S1	●	6 one day NOS events 4 one day CJSW reports 6 CPO events By December 2010
12.2	Develop training programme for elected members.	S1	●	Completed. Schedule circulated.
12.3	Roll out LS/CMI training following evaluation of Renfrewshire pilot.	S1, S3	●	Training took place between 11.10.10 and end November 5 x 5 day courses plus team IT sessions for go live date.
13.1	Continued use of communication avenues to promote and publicise the work carried out by the criminal justice system.	C1,C2, C3/4,	●	Next newsletter published and circulated February 2011. Members briefing circulated every 2 months Annual report submitted September. Area Plan circulated.
13.2	Continued engagement with SPS & relevant partners in the development of the ethos and services for HMP Low Moss.	C2, C5.	●	Partner implementation plan drawn up. Throughcare steering group established. Meetings set up. Milestones met in plan. Social Enterprise ethos being pursued with SPS NPT. Action Complete.
13.3	Contribute to a national process for the sharing of good practice	C1,C2, C3/4, C5	●	Good Practice standing agenda item at POG, for consideration and updating to SharePoint. Ongoing Action
13.4	Engage with Community Planning Partnerships (CPPs) to maintain a strategic overview of issues where there are shared responsibilities in the NSCJA area.		●	Area Plans and Action Plans are circulated to CPPs for comment/ feedback. No further progress.
13.5	Contribute to the Single Outcomes Agreements (SOAs) outlining NSCJAs contribution to the delivery of local and national objectives		●	2011-14 Area Plan agreed by partners prior to submission and approved by Justice Minister September 2010. Action completed.
14.1	Ensure all aspects of Performance Management and any new developments including inspection findings are encapsulated in Performance Framework.	S1	●	Action Completed.
14.2	Establish National success factors for CJAs.		●	National CJA Planning and Performance sub group in the process of being formed to take this area forward.
15.1	Ensure long term compliance with the financial memorandum	S1, S2	●	Achieved. Conditions of Grant signed for 2010/11, and annual reports submitted from LAs. Finance meetings set up for year to monitor financial position.

NSCJA 2010/11 Indicative Allocation

Appendix 2

Service	2010/11 Allocation	Renfrewshire	Inverclyde	East Renfrewshire	Argyll Bute & Duns Partnership
Core					
Probation	£1,041,176	£342,811	£123,191	£64,312	£510,862
Community Service	£2,011,609	£517,980	£410,136	£194,437	£889,056
Social Enquiry Reports	£1,276,989	£380,223	£276,493	£77,496	£542,777
Throughcare	£784,685	£280,579	£314,738	£50,107	£139,261
Home Detention Curfew	£31,700	£11,379	£9,161	£1,639	£9,521
SAO	£478,462	£159,517	£75,460		£243,485
Diversion	£65,649	£19,355	£9,072	£1,752	£35,470
Bail	£189,019	£117,278	£49,131		£22,610
Court Services	£322,396	£166,096	£44,379		£111,921
Total Core Services	£6,201,685	£1,995,218	£1,311,761	£389,743	£2,504,963
Non Core					
Centrally Initiated Funding					
Arrest Referral	£49,200			£49,200	
Delivery of the National Training Programme	£60,000	£60,000			
Fiscal Work Order Pilots	£50,000				£50,000
MAPPA	£134,227	£8,725	£81,755	£2,720	£41,027
Throughcare Addiction Services	£59,700		£37,300		£22,400
Turnaround Project	£1,100,000				
Funding for Non-Centrally Initiated Areas of Work					
DTTO	£1,118,705			£666,178	£452,527
Forensic Service	£77,002			£47,020	£29,982
New Development Funding	£172,793	£51,811	£51,811		£69,171
Programme Delivery	£1,123,265	£588,044	£209,076		£326,145
SAO First Instance	£256,104	£169,029			£87,075
Substance Related Offending	£252,465	£154,536	£77,839	£2,548	£17,542
Supported Accommodation	£160,833	£28,146	£39,555	£25,455	£67,677
Women Offenders	£100,000		£42,900		£57,100
Total Non Core	£4,714,294	£2,160,291	£540,236	£793,121	£1,220,646
Overall Total	£10,915,979	£4,155,509	£1,851,997	£1,182,864	£3,725,609

Appendix 3

Annual Accounts 2009/10

Income and Expenditure Account for the Year ended 31 March 2010

This Account summarises the resources that have been generated and consumed in providing services and managing the CJA during the year along with all s27 grant income and expenditure related to the delivery of the core criminal justice social work services. It includes all day-to-day expenses and related income on an accruals basis.

2008/09 Budget	2008/09 Actual	Expenditure	2009/10 Budget	2009/10 Actual
£	£		£	£
143,300	136,513	Employee Costs	155,745	150,621
23,900	16,646	Property Costs	16,750	24,747
1,950	3,876	Supplies and Services	1,600	1,774
10,008,600	10,720,936	Section 27 Payments Current Year	10,403,437	10,912,161
0	5,199	Section 27 Payments - Prior Years	0	0
28,000	62,682	Payments to Other Local Authorities	20,000	21,150
19,050	30,168	Administration Costs	22,100	17,613
10,244,800	10,976,020	Gross Expenditure	10,619,633	11,128,066
		Income		
(10,008,600)	(10,720,936)	Grant from Scottish Government – Section 27	(10,403,437)	(10,912,161)
(216,200)	(216,196)	Grant from Scottish Government – Administration	(216,196)	(215,905)
0	0	Grant from Scottish Government - Administration - Prior Year	0	(3,525)
0	38,888	Net Cost of Services	0	(3,525)
	(12,662)	Interest Income		(3,941)
0	£26,226	(Surplus)/Deficit for Year	0	(7,466)

NSCJA Elected Members Training and Development

Date	Event	Description
11/06/10	Presentation	SPS Health Care Transfer to NHS
11/06/10	Presentation	HMP Polmont pilot diet scheme
03/09/10	Presentation	SPS Women Offenders Strategy
03/09/10	Presentation	SPS Young Adults Strategy
01/10/10	Visit	Turnaround Residential Unit
21/01/11	Presentation	Speech and Language Therapy
21/01/11	Presentation	Job Centre Plus
11/02/11	Visit	Glasgow Domestic Abuse Court
04/03/11	Presentation	Circle – Presentation of the 2 year evaluation
04/03/11	Presentation	Positive Alternatives Programme
04/03/11	Presentation	Persistent Offenders Project (POP)
04/03/11	Presentation	Alcohol and Drug Partnerships (ADPs)

Glossary

ADP	Alcohol and Drug Partnership
ADSW	Association of Directors of Social Work
APSE	Association for Public Sector Excellence
CJA	Community Justice Authority
CJSW	Criminal Justice Social Work
CJSWR	Criminal Justice Social Work Report
Constructs: PSSO	Positive Steps to Stop Offending (Accredited programme for addressing offending behaviour for all male offenders aged 18 and over)
COPFS	Crown Office and Procurator Fiscal Service
CoSLA	Convention of Scottish Local Authorities
CPO	Community Payback Order
CPP	Community Planning Partnership
CSOGP	Community Sexual Offences Groupwork Programme
CSWO	Chief Social Work Officer
DTTO	Drug Treatment and Testing Orders
GG&C	Greater Glasgow and Clyde
HMP	Her Majesty's Prison
HRO	High Risk Offender
ISP	Intensive Support Package
LIG	Local Implementation Group
LS-CMI	Level of Service / Case Management Inventory
MAPOS	Multi Agency Prolific Offenders Strategy
MAPPA	Multi Agency Public Protection Arrangements
NHS	National Health Service
NOS	National Outcomes and Standards
NSCJA	North Strathclyde Community Justice Authority
PPCG	Policy Performance and Communications Group
RM 2000	Risk Matrix 2000 (Risk Assessment Tool)
RRP	Reducing Reoffending Programme

SAO	Supervised Attendance Order
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)
SER	Social Enquiry Report
SOA	Single Outcome Agreement
SPS	Scottish Prison Service
STRADA	Scottish Training on Drugs and Alcohol
TPS	Turning Point Scotland
VSS	Victim Support Scotland
YOI	Young Offenders Institution

www.nscja.co.uk