



Area Plan 2011 - 2014

FOREWORD



On behalf of the Lothian & Borders Community Justice Authority, I am pleased to publish our draft Area Plan for 2011-14. This plan has been developed by the range of partners that make up our Authority; it has been subject to full consultation and reflects Government justice priorities, the Statutory Partners priorities and local priorities. The Community Justice Authority is keen to work with the Community Planning Partnerships and play our part in assisting the delivery of Single Outcome Agreements.

This Area Plan reflects the ambitions of this partnership and follows on from the 2008-11 Area Plan, which achieved marked progress in the ability of partners' to embrace the Government's strategy for reducing re-offending.

Undoubtedly, financial resources and constraints will influence our ability to deliver some aspects of this plan. This Community Justice Authority is taking a lead in ensuring that value for money and efficiency are demonstrated in each of the local authority justice services provided by ring-fenced government funding. However, I would encourage further consideration by Government to re-invest existing resources into effective community based services, recognising the more positive outcomes these achieve in comparison with short-term custodial sentences.

Increasingly, this partnership understands the crucial role that communities play in addressing offending behaviour and in particular its ability to intervene at an earlier stage. Many aspects of this Area Plan focus on investment in earlier intervention and the importance of communities that prevent offending.

This Community Justice Authority looks forward to being able to deliver this plan in the coming three years.

A handwritten signature in black ink, appearing to read 'John Muir'.

Councillor John Muir
Convenor

CONTENTS

	Page
SECTION 1 – INTRODUCTION AND CONTEXT	3
SECTION 2 – COMMUNITY PLANNING PARTNERSHIPS	7
SECTION 3 – NATIONAL AIMS AND OBJECTIVES	8
SECTION 4 – LOCAL STRATEGIC AIMS, OBJECTIVES AND PRIORITIES	11
SECTION 5 – STRATEGIC CHALLENGES AND SOLUTIONS	14
SECTION 6 – RESOURCES	16
SECTION 7– COMMUNICATION	17
SECTION 8 – MEASURING SUCCESS	18
SECTION 9 – APPENDICES	
Appendix 1 – Planning Event and Surgeries	20
Appendix 2 – Draft Plan Consultation Distribution & Responses	21
Appendix 3 – Police Engagement Model	22
Appendix 4 – Glossary of Terms	23
Appendix 5 - Key Priorities	25

Section 1 INTRODUCTION AND CONTEXT

1.1 Introduction

Community Justice Authorities bring together a broad range of agencies to achieve a jointly co-ordinated approach to delivering quality services for offenders and their families at a local level, to reduce re-offending. It is a partnership arrangement in recognition that this is a complex landscape and that no single agency can manage a reduction in re-offending in isolation.

Section 3(5)(a)(i and ii) of the Management of Offenders Etc. (Scotland) Act 2005 requires the Community Justice Authorities across Scotland to;

- (i) prepare, in consultation with the partner bodies, the Scottish Ministers, the appropriate local authorities and such other bodies as the Scottish Ministers may specify, a plan for reducing re-offending by relevant persons; and*
- (ii) to submit that plan to the Scottish Ministers*

This is the second three year Area Plan for the Lothian & Borders Community Justice Authority and is for the three year period 2011– 2014.

1.2 CJA Statement

The people of Scotland expect that those who commit crime are held to account for their offences and that crime is taken seriously. The community has a right to expect that offenders are dealt with effectively; this means that they should be required to make recompense for their behaviour and to stop offending.

Currently significant resources are spent on prisons, which has little impact on reducing the level of crime our community experiences. We believe that money needs to be reinvested in a range of services in the communities from which offenders come. Offenders are largely from disadvantaged sections of our society and we must reinvest our resources to stop generational cycles of poor outcomes and offending behaviour.

Earlier intervention is a key objective of Community Justice Authorities. We will support this by working in partnership with others including Community Planning Partnerships and Alcohol and Drug Partnerships.

1.3 Vision and Mission

Vision

CJAs will work through partnership to reduce re-offending and make Scotland a safer country.

Mission

Lothian & Borders CJA, in order to create a safer Scotland will, through strategic planning and oversight, ensure the availability of services designed to reduce re-offending and promote multi agency participation in the management of offenders.

1.4 The Lothian & Borders Community Justice Authority

The Lothian & Borders Community Justice Authority comprises the five constituent local authorities of East Lothian, Midlothian, West Lothian, City of Edinburgh and Scottish Borders, who provide the political and strategic oversight for the Community Justice Authority. Each authority provides a Community Justice Authority elected member and substitute member. Two of these members fulfil the role of Convenor and Vice-Convenor. The Community Justice Authority meets quarterly in open meetings.

Local authorities are further represented at CJA meetings by Senior Council Officers who support the CJA and represent their local authorities, together with senior representatives from the statutory partners and responsible authorities including;

- The Scottish Prison Service
- Lothian & Borders Police
- Area Procurator Fiscal
- Representation from Health Boards
- Scottish Court Services
- Victim Support Scotland
- Voluntary organisations

The CJA has responsibility for the distribution of and accounting for the criminal justice social work budget, which is allocated in accordance with the Scottish Government/COSLA agreed funding formula. This formula is based upon a combination of workload indicators and a weighting for certain needs factors.

The CJA will strive towards developing sustainable partnerships, which will implement national policies on offender management. We recognise that our work must be communicated effectively to the public and we will keep the communities and people of the CJA area informed of and seek their views on what we are doing.

At the centre of these new arrangements is an acknowledgement that for every crime there is a victim and victims must be at the forefront of our efforts to achieve long-term community safety through the reduction of offending.

1.5 Context – National Policy

The Scottish Government's National Performance Framework includes the single overarching purpose "to create a more successful country where all of Scotland can flourish through increasing sustainable economic growth". The Scottish Government also has the stated aims of wanting "to live in a successful Scotland: a healthy, safe, well-educated country, with a vibrant economy, opportunities for all, and a desire for Scotland to be fair, tolerant and green."

'Scotland Performs' which is aligned to the 15 National Outcomes offers accountability based on the national priorities as set out in the National Performance Framework. The National Outcomes that are most relevant to the business of the Lothian & Borders Community Justice Authority are:

- National Outcome 9 – We live our lives safe from crime, disorder and danger
- National Outcome 11 – We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
- National Outcome 15 - Our public services are high quality, continually improving, efficient and responsive to local people's needs

In working towards these outcomes, we are also aware of the importance of the social and economic context within which we work. Crime, offending and public safety are closely linked to these factors. They are reflected in these other national outcomes:

- National Outcome 2 - We realise our full economic potential with more and better employment opportunities for our people
- National Outcome 3 - We are better educated, more skilled and more successful, renowned for our research and innovation
- National Outcome 6 - We live longer, healthier lives
- National Outcome 7 - We have tackled the significant inequalities in Scottish society
- National Outcome 8 – We have improved the life chances of children and young people and families at risk

The Government seek to deliver these outcomes locally through the Concordat and the Single Outcome Agreement with local Community Planning Partnerships. Although there are elections scheduled at Westminster and Holyrood immediately prior to and during the life of the plan it has been assumed that within the Scottish context there will remain a political commitment to this approach. We therefore see it as critical that the Community Justice Authority continues to develop our relationship with the local Community Planning Partnerships and contribute at a strategic level to the Single Outcome Agreement process.

1.6 Context – Justice Policy

'Protecting Scotland's Communities: Fair Fast and Flexible Justice', published in 2008 provides the national direction for offender management policy. It outlines a commitment to Immediate, Visible, Effective, High Quality, Flexible and Relevant justice.

The Government sets out to achieve this in two ways:

- Legislative reform through the Criminal Justice and Licensing Bill
- A programme of end to end reform of the system through the 'Offender Management Programme'

The Criminal Justice and Licensing Bill aims to introduce a number of new measures including:

- A Sentencing Council that will produce guidelines for sentencing in court
- A single community payback order to replace existing community service and probation orders.
- A presumption against short term (less than 6 months) prison sentences

The 'Reducing Re-offending Programme' has the following programme goals:

- To prevent re-offending by young people through appropriate interventions

- To divert cases from the courts system where appropriate and to ensure the proportionate use of bail and remand
- To ensure the availability of effective community disposals across Scotland, to improve public confidence in these disposals, and reduce re-offending
- To ensure the effective management of offenders who get custody including rehabilitation and appropriate arrangements for risk management to reduce prisoner numbers and re-offending
- To ensure effective re-integration into the community by ensuring that the employment, health, accommodation and other needs of offenders are being met
- To secure equality by ensuring that systems and services are designed to meet the specific needs of all offenders

The CJA has and will continue to be involved with this work on legislative/policy change. Additionally, we will have continued involvement in developing and implementing the work from the Reducing Re-offending Programme.

1.7 Delivery Mechanisms

There are three main methods planned for achieving the objectives described in this plan:

1. **Community Planning Partnerships** – National Outcomes 9, 11, 15 (See Section 2)
2. **National Statutory Partners** – National Strategic Aims 1 to 4 (See Section 3)
3. **Local delivery – Local Priorities** (See Section 4)

SECTION 2 COMMUNITY PLANNING PARTNERSHIPS

Community Planning Partnerships are integral to the delivery of this Area Plan. There are clear outcomes to achieve through Single Outcome Agreements. These are: National Outcome 9, National Outcome 11 and National Outcome 15.

Statutory partners and responsible authorities are represented on each of the five Community Planning Partnerships across the Lothian & Borders area.

Work commenced in 2009 to ensure integrated planning with Community Planning Partnerships.

Achievements to date include:

- Establishing initial links with Community Planning Partnerships.
- Early and ongoing recognition that justice outcomes cut across structural divisions underpinning Community Planning Partnerships e.g. Alcohol and Drug Partnerships, Community Safety Partnerships, Vulnerable Adult and Child Protection Committees.
- Identifying justice outcomes in NHS Lothian Local Delivery Plan.
- Identifying mechanisms for reporting to both Community Planning Partnerships and the Community Justice Authority.
- Support for the development of a process of change management in order to co-locate and deliver criminal justice services across two Local Authorities to increase effectiveness and efficiency in reducing re-offending.

Key challenges ahead include:

- Developing mechanisms for community consultation through Community Planning Partnerships and in so doing increase public confidence
- Developing an integrated reporting system between Community Planning Partnerships and the Community Justice Authority which evidences planning towards national outcomes and local priorities.
- Demonstrating how Community Health (& Care) Partnerships are actively involved in integrated planning

The Government's Justice Policy as described in 'Protecting Scotland's Communities: Fair Fast and Flexible Justice' refers to the Scottish Government's commitment to addressing inequalities, which contribute to re-offending. These inequalities are central to the role of Community Planning Partnerships ensuring joint planning and effective delivery of services to meet community need, including offender need, to reduce risk and keep communities safe. The following quotes encapsulate this:

"We [Scottish Government] are committed to ensure that our strategies on redressing inequalities created by, for example, poverty or poor health, reflect consistent messages about the important benefits of investing in the welfare of offenders– not just for offenders themselves, but for their families and the communities which they come from and to which (in almost all cases) they will return" (Fair Fast & Flexible, p24)

"However, the critical arena for effective "joining up" is at a local level. CJAs have been tasked with developing and delivering plans for the reduction of re-offending in their areas... most of the outcomes which will really make a difference to offenders – accessing and sustaining suitable housing, improving skills and accessing training/employment, addressing issues of mental and physical health – are not delivered by criminal justice agencies, but through wider joint action which spans community planning partnerships" (Fair Fast & Flexible p24)

Section 3 NATIONAL AIMS AND OBJECTIVES

3.1 Community Justice Authorities' National Aims

The eight Community Justice Authorities have worked collaboratively with the Association of Directors of Social Work (ADSW) and the Scottish Prison Service to identify shared national aims and objectives that will be delivered nationally during the 2011–2014 Area Plan period. This work was assisted by the Scottish Government Community Justice Services Division.

3.2 Joint Statement

We will make an effective contribution to creating a safer Scotland by working in partnership to reduce re-offending in our communities. Our joint national strategic aims are to:

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

This joint strategic plan sets out our common aims and objectives for the period 2011-14 and how we intend to monitor and report on our progress.

3.3 Strategic Aim One:

Improve Joint Working Practices

Overview

Community Justice Authorities will engage with their key partners to reinforce and promote the value and benefits of developing and delivering joint working practices which will, in turn, enhance service delivery, create efficiencies and contribute to the reduction of re-offending.

Key Objectives:

Improve the interaction between Scottish Prison Service and Local Authorities in the assessment and management of offenders subject to statutory and non statutory supervision at point of sentence; during custody and post release.

Ensure, where interventions are delivered in community and custody settings, the appropriate staff are jointly trained with the potential to deliver across both settings.

Develop national arrangements for shadowing / secondment opportunities, for all levels of staff, between agencies.

3.4 Strategic Aim Two:

Improve Information Sharing

Overview:

Community Justice Authorities across Scotland recognise that sharing information is vital to the provision of co-ordinated and seamless delivery of statutory outcomes. However, it is also acknowledged that information sharing must take place within a secure framework that is cognisant of statutory requirements and the professional needs and responsibilities of the partner agencies. Historically critical incident reviews have highlighted failures in information sharing and Community Justice Authorities are committed to promoting and improving information sharing amongst all partners.

Key Objectives

Review existing processes for information sharing between Scottish Prison Service, Criminal Justice Social Work, Local Authorities and other key designated partner bodies (e.g. Police, Health, Multi-Agency Public Protection Arrangements, Courts etc) forming recommendations to streamline and improve processes. Specific areas to be considered include:

- Information Flows
- Violent Offenders
- Integrated Case Management process

Review performance measures around work with offenders, whether in custody or community, and develop a common set of core measures and associated information sharing requirements.

3.5 Strategic Aim Three:

Improve Community Integration

Overview

The majority of people who end up in the criminal justice system have experienced multiple disadvantages in their early years. Factors include housing, skills, training and employment, mental and physical health and substance misuse. CJAs face a significant challenge in trying to prevent the generational cycle of poor outcomes and offending behaviour through aligning our strategies with those of our Community Planning Partnerships, Alcohol and Drug Partnerships and the broader Reducing Re-offending Programme. Early intervention cannot be delivered by CJAs alone. We require a joined up, high level, strategic response with our key partners.

Key Objectives:

Develop a shared understanding and ownership of 'community integration' amongst Community Planning Partnerships, Community Justice Authorities, Scottish Prison Service and partners for offenders in custody and community.

Identify roles and responsibilities for service delivery across the tiers of service i.e. universal services, targeted and specialist, and identify offender pathways to ensure effective integration into the community.

Draw from existing models such as 'Getting It Right for Every Child' to ensure an appropriate response to meet offender needs, criminogenic and wider, at the right time, with clear strategies for managing transitions/disengagement.

Engage with offenders, victims and offenders' families and wider communities to develop effective services around integration, to increase community safety and reduce re-offending.

3.6 Strategic Aim Four:

Improve the shared management of resources and policy development

Overview

CJAs recognise the importance of consistent service delivery combined with a need to ensure best value. This is the basis upon which councils and other authorities plan, review and manage their performance in order to deliver continuous improvement and to meet the needs and expectations of service users. By improving the shared management of resources and working together to develop policies, CJAs and their partners will achieve these goals.

Key Objectives:

Develop and implement a model for joint policy development and extending existing policy (where appropriate) across both custodial and community settings. The model should be informed by existing practice e.g. piloting the transfer of existing policy such as the SPS Family Strategy.

Develop and improve the sharing of resources between custodial and community settings, within and between CJA areas, to improve service delivery to offenders. Examples of this could include Programme Delivery, Training, Housing Advice, Health, Mental Health, Substance Misuse and Support for Families and Relationships.

Section 4 LOCAL STRATEGIC AIMS, OBJECTIVES AND PRIORITIES

4.1 Introduction

To ensure this Area Plan reflects the strategic intentions of each of the Lothian & Borders Community Justice Authority partners a number of formal consultation processes have been held during the development of this plan. These include:

- A partners' seminar at which the Scottish Government set the national policy context and COSLA set the planning process within the framework of Single Outcome Agreements and the Concordat between central and local government. The seminar allowed opportunity for each partner to specifically state their key priorities for the period 2011-14. (Appendix 1 – Consultation Attendees list)
- Three days of 'surgeries' were held allowing partners to attend the areas of priority most relevant to them and to specify the particular outcomes against these priorities.
- Upon completion of the draft, the Area Plan was submitted for formal consultation to key stakeholders within the Lothian and Borders area. (Appendix 2 – Draft Plan Consultation Distribution)

4.2 Partners key strategic priorities:

4.2.1 Integrated Planning

- Partners are keen to ensure that each area's local priorities are recognised. They require a distinct approach and each area has existing consultation mechanisms within their communities that should be drawn upon to reflect local priorities.
- Formal processes and frameworks should be adopted to ensure coherent planning and subsequent performance, using the performance systems that have been adopted by individual agencies to track their achievements within the Plan.
- The CJA needs to make better use of local information in order to properly profile the local offending population and thereby develop intelligence led planning.
- The further development of shared services to effectively meet need/manage risk.
- Greater clarity of lines of accountability and transparency in funding is required.
- Awareness raising of rationale behind reducing re-offending – why is it important for each of the Community Planning partners to both understand this policy and contribute to its achievement?

4.2.2 Effectiveness, Performance Management

- Partners agreed for the need of clear criteria to monitor performance with links to multi-agency information systems and links to integrated planning structures.

- Use profile and performance data to target services according to need of specific populations.
- Through the use of stories of desistance and causality better understand and better explain what is and is not effective in reducing re-offending.
- Greater use should be made of accredited programmes as a means of working effectively with offenders.
- Share current data/evidence.

4.2.3 Communities of Prevention

- Develop services which reflect local need and available resources in order that Communities can be assisted to find their own solutions e.g. increasing employability and by using the community health approach, reduce health inequalities.
- Involve offenders through consultation to understand how the local environment can assist them in reducing their re-offending.
- Develop a victim led approach to restorative justice.
- Recognise the need for services to match community need and ensure links to integrated planning structures e.g. through a community planning partnership.
- Increase the involvement of families and recognise that families contribute significantly to the successful reintegration of offenders.
- Develop learning and employment strategies for offenders and involve the public sector in making work opportunities and training available.
- Recognise need for development of 'Hubs', incorporating a family learning & community development approach within some communities.
- Develop approaches that capture and build on the relationship between the need to reduce health inequalities and reduce re-offending.

4.2.4 Resource Transfer

- Identify how resource shift from prisons to communities can be achieved, recognising that resources may include access to buildings and staff for elements of service delivery.
- Community based resources will compliment provision in custody, allowing for 'in-reach' of community based services e.g. accommodation services.
- As Scottish Prison Service move away from using length of sentence to determine provision and move towards risk based management, meeting of individual needs rather than offender groups will be important.
- Identification by partners of distinct and prioritised need. This will ensure multi-agency effectiveness where agencies/partnerships work together to transfer and share resources and meet need.

- The development through joint training of a shared qualification for work with offenders in custody and the community which is not defined by the need for a social work qualification.
- Develop an agreed framework and performance management mechanism between statutory and voluntary sectors.

4.2.5 Payback

- Improve the management of offenders' compliance through the development of Community Payback Orders, which by their nature will be more complex and delivered over a shorter period.
- Recognise Community Payback Orders require a balance between an unpaid work element and supervision, based on need.
- Recognition of offender need will show up gaps in provision which require a multi agency response.
- Through the introduction of Community Payback Orders, sentencers will influence where resources go. Therefore a clear dialogue with sheriffs will be required to ensure availability of resources.
- Third sector providers will deliver aspects of Community Payback Orders; clarity is required around areas of specific responsibility e.g. breach processes.
- A Lothian & Borders wide communication strategy will need to be developed in order to explain Community Payback and ensure communities have a say in restorative work within their area.
- All service provision, be it purchased or 'in-house', should demonstrate best value and not be based on historical growth of services.
- Identify where joint resources and funding routes can be used, for example the development of a Women Offenders project which allowed for joined up outcome in both the Health and Justice environments.
- Development of gender appropriate methods of Community Payback Order for Women Offenders.
- The Community Justice Authority should become the portal for all information on Community Justice including newsletters, success stories, news and training.

Section 5 STRATEGIC CHALLENGES AND SOLUTIONS

The Community Justice Authority recognises that there are key strategic challenges ahead and there is a need to respond to a fundamental shift in the way offenders are managed in the community, through 'community payback'. This has to be done within the wider planning and policy context.

Key strategic challenges include:

1. Integrated Planning & Delivery
2. Community Confidence & Mechanisms for Consultation
3. Roles & Responsibilities of Commissioning & Providing
4. Resource Transfer
5. Legislative Measures
6. National Policy Context

5.1 Integrated Planning & Delivery

There are three delivery mechanisms for both national and local priorities i.e. Community Planning Partnerships, National Statutory Partners and Local Delivery Partners. The integration of justice outcomes within Community Planning Partnerships is referred to in Section 2 above.

The CJA acts as a conduit between national policy and the national performance framework, as well as locally identified priorities. Ultimately all are unified in the aims to: increase public confidence in the response to offenders, to reduce re-offending and to make communities safer. However, ensuring integrated planning and delivery of Area Plan objectives across partnerships is complex and difficult to evidence.

Solutions – actions to mitigate risk include:

- establishing records of agreements where roles and responsibilities in relation to integrated planning are identified, recognising multiple planning environments
- monitoring of national outcomes contained in Single Outcome Agreements as referred to in Section 8
- agreement of named 'leads' in each Community Planning Partnership to ensure continuity of the integrated planning

5.2 Community Confidence & Mechanisms for Consultation

Community Planning Partnerships are required to consult with communities around local priorities. Under National Outcome 9, the aims of reducing re-offending and increasing confidence in the justice system present key challenges which relates to local consultation. This should be representative of local communities and feed into planning structures.

Solutions - Local residents' surveys and community consultation panels present opportunities to consult with local communities. CJA involvement in this process will be explored with questions focused particularly on offence related issues.

5.3 Roles & Responsibilities of Commissioning & Providing

The Community Justice Authority has through a 'Partnership Project' mapped offence related provision across the third sector. The project is developing a 'toolkit' which seeks to clarify roles and responsibilities relating to commissioning and providing justice related services. The challenge is to ensure this is embedded into the practice of the key purchasing agencies and providers.

Solutions – Support the ‘roll out’ of the ‘toolkit’ to purchasers and providers and monitor compliance against ‘toolkit’ requirements.

5.4 Resource Transfer

See Section 6 Resources (Page 16)

5.5 Legislative Measures

The Criminal Justice & Licensing Bill will bring reforms to reduce re-offending. This change will require a broadening of skills and service provision, in addition to social work offender management.

Solutions – Clear communication with statutory providers of services to develop new models of service delivery.

5.6 National Policy Context

The CJA works in a dynamic and changeable environment which will lead to reforms in criminal justice policy and direction. The CJA, its members and partners face key challenges around maintaining strategic direction, whilst being flexible in responding to change.

Solutions – CJA will communicate effectively with national and local government and ensure that available resources are aligned to Government policy and priorities, at a local level.

Section 6 RESOURCES

6. 1 Running Costs

CJA Administration

Lothian & Borders Community Justice Authority receives an administration budget of approximately £200,000 annually which covers running costs. This includes staff costs, Members remuneration, stationery, telephones etc. Lothian & Borders Community Justice Authority employs three staff, two of whom are full time and one is 0.8 full time equivalent.

Section 27 Funding

Lothian & Borders Community Justice Authority receives (circa) £14 million in “Section 27 funding” for allocation to constituent Councils for the delivery of Criminal Justice Social Work Services. Section 27 of the 1968 Act states (following amendment by Section 21 of the Management of Offenders Act 2005) that Scottish Ministers may pay to a Community Justice Authority such amounts incurred by a Local Authority in providing a “relevant service”. The definition of “relevant service” includes:

- submitting reports to Courts and Parole Board as required;
- supervising offenders placed on community disposals and;
- a service enabling a Local Authority to comply with the area plan

The 2005 Act clearly states that the area plan is for the purpose of “reducing re-offending by relevant persons”. A relevant person is an individual under supervision or a person in custody. Funding is therefore restricted to services which are provided directly to offenders either by the constituent council or a third party provider commissioned by the constituent council.

As in the past the Lothian & Borders Community Justice Authority is committed to source additional funding (such as match funding) in order to maximise the resources available for reducing re-offending and ensuring best value for money.

6.2 Resource Transfer

An underpinning tenet of the CJA’s development was the ability to recognise and transfer resources against priorities. However, without a national framework it is unlikely that fiscal transfer can happen in isolation. Rather, other mechanisms of resource transfer require exploration such as sharing of resources including infrastructure and staffing.

Solutions – To ensure the development of mechanisms to transfer resources, ongoing discussion and identification of examples for resource transfer is required between ‘duty to cooperate’ partners; a process that the CJA will facilitate.

Section 7 COMMUNICATION

Under Management of Offenders (Scotland) Act etc 2005 there is a legal duty to consult and to increase public confidence in offender management. The CJA has an existing Communications Strategy www.cjalb.co.uk/news/65.html and seeks to communicate complex responses to reducing re-offending, by giving simple and clear messages.

Specifically the CJA:

- updates the website regularly
- posts CJA meeting minutes on the website
- produces a half yearly newsletter - giving the public feedback on community service (www.cjalb.co.uk/news/69.html)
- hosts conferences around specific offender themes
- produces press releases to promote conferences and significant events
- takes up opportunities to give public evidence i.e. Equal Opportunities Committee
- contributes to Sharepoint, the Scottish Government's portal for sharing good practice nationally
- produces annual reports detailing progress of the CJA (www.cjalb.co.uk/news/72.html)
- generates publications from its workstreams e.g. 'Chaotic Lives' in relation to Women Offenders (www.cjalb.co.uk/news/70.html)
- publishes and disseminates training materials e.g. CLAN Literacy CD
- gives specialist input to strategic and policy groups

The CJA recognises that clear communication is integral to managing the reforms proposed in the Criminal Justice and Licensing Bill and is already involved in the Reducing Reoffending programme, supporting its implementation and communicating this to partners.

There is a specific requirement contained within the Bill to consult with members of the community around Community Payback. This will be achieved in a variety of ways, recognising that communities differ in their location and make up. Specifically, local consultation structures through Community Planning Partnerships will be utilised where possible, to ensure consultation is integrated and on-going.

Community confidence in responses to offender management and communicating successes in relation to reducing re-offending is a core aspect of the work of the CJA and is considered in further depth under Outcome 11 below (Section 8 – Measuring Success).

Section 8 MEASURING SUCCESS

The success criteria for the National Strategic Aims have been outlined in Section 2 and will be monitored at a national level. This Area Plan, together with Community Planning Partnerships will evidence progress within Single Outcome Agreements relating to National Outcomes 9, 11 and 15.

Strategic Objective

Safer and Stronger: Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

National Outcomes

- We live our lives safe from crime, disorder and danger.
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

National indicators

- Reduce overall reconviction rates by 2 percentage points by 2011
- Reduce overall crime victimisation rates by 2 percentage points by 2011
- Increase positive public perception of the general crime rate in local area

How CJA performance is measured under each of these Outcomes is considered in turn below:

- **National Outcome 9 – We live our lives safe from crime, disorder and danger**

CJAs are tasked with reducing re-offending. Whilst crime rates measure the detection of crime by Lothian & Borders Police at a regional level and shows an overall decline, this data does not demonstrate a reduction in re-offending. The Scottish Government data-set is available to measure reconviction rates:

www.scotland.gov.uk/Topics/Statistics/Browse/Crime-Justice/PubReconvictions

However, this information has presented difficulties for Community Justice Authorities as a result of the following:

- Reports are available on historical cohorts for example, in 2011 the two-year reconviction rate will be available for offenders convicted in 2007-08
- Measuring reconviction is based on the Court's address, rather than the offender's address
- The data measures reconviction rather than re-offending. This may include crime that does not progress to conviction
- The overall reconviction rate does not currently measure changes in seriousness and frequency

CJAs use this information cautiously due to the historical nature of the data. The earliest measure of success of a CJA will be in 2011, measuring re-convictions three years prior.

- **National Outcome 11 – We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others**

A data source for a national indicator is available through Scottish Neighbourhood Statistics which demonstrates the percentage of adults who rate their neighbourhood as a good place to live and their feelings of safety:

<http://www.sns.gov.uk/Guide/IndicatorGuide.asp>

This information is interpreted with caution in that the results are based on individual's perceptions of crime and responses to this. This source does not include the views of young people.

The CJA is keen to work with CPP partners to increase awareness of community payback measures and to use local residents' surveys effectively in gauging local opinions.

The CJA will support the implementation of a national model of risk and case management, which will help to assess the effectiveness of the reduction in re-offending.

- **National Outcome 15: Our public services are high quality, continually improving, efficient and responsive to local people's needs**

In relation to National Outcome 15, CJA areas are required to produce quarterly information around community based sentences. The Scottish Government collate the annual Criminal Justice Social Work statistics in their National Statistics publication:

<http://www.scotland.gov.uk/Topics/Statistics/Browse/Crime-Justice/PubSocialWork>

Criminal Justice social work services cannot predict the types and lengths of sentence offenders will receive in court. However measuring and monitoring how quickly sentences are commenced and completed as well as an offender's compliance with that sentence is possible.

This is supported by a local quarterly performance reporting system (see Appendix 5) which tracks progress of all CJA work-streams to ensure efficient ways of working.

The CJA annual report (see Appendix 5) demonstrates its effectiveness in working toward a reduction in re-offending.

Section 9 APPENDICES

APPENDIX 1 - Planning Event and Surgeries - Organisations and attendees

PLANNING EVENT 26 AUGUST 2009

Organisation	Name
Action for Children	Fiona Steel
Apex	Marjory Frew
City of Edinburgh Council	Harry Robertson, Kirsty Pate and Rona Fraser
CLAN	Angus Whyte and Gillian Lawrence
CPP Chair/East Lothian	Councillor Barry Turner
DTTO	Val Lawrie
Families Outside	Dr Nancy Loucks and Fiona Allan
Includem	Claire Gibson
JobCentre Plus	Alister McInnes
Lothian & Borders CJA	Angela Gentile, Chris Hawkes and Sally Crighton
Lothian & Borders CJA Elected Members	Councillors John Muir, Sandy Scott, Margot Russell and Paul Edie
Lothian & Borders CJA (Training)	Ian McLean
Lothian & Borders Police	Detective Superintendent Lesley Boal, Sergeant Bob Paterson and Superintendent Martin Gordon
MAPPA coordinator	Bob Thomson
Midlothian Council	Ian Neil and John Scott
NHS Borders	Dr Eric Bajjal
NHS Lothian	Allister Short, Phil Mackie and Yvonne Dalziel
Partnership Development Manager	Jennifer Hill
Sacro	Keith Hastie, Keith Simpson and Simon McLean
Salvation Army	Alan Montgomery and Kerry Watson
SCCJR	Claire Lightowler
Scottish Borders Council	Ishbel Mackenzie, Marian Gray and Douglas Scott
Scottish Borders Council, New Ways	Dave McDougall
Scottish Government	Keith Willcock
Scottish Prison Service	Gary Waddell and Sue Brookes
SPS/CJA Liaison Manager	Jim Dustan
Turning Point	Dave Crosbie and Martin Bonnar
Venture Trust	Greg Barton and Joe Connelly
Victim Support	Alan McCloskey
West Lothian Council	Gillian Oghene, Karen Cawte and Tim Ward

SURGERIES 3-5 NOVEMBER 2009

Organisation	Name
Apex	Marjory Frew
City of Edinburgh Council	Dot Fraser, Ron Lancashire, Harry Robertson, Kirsty Pate and John Tyson
CLAN	Gillian Lawrence
DTTO	Val Lawrie
Families Outside	Dr Nancy Loucks and Fiona Allan
Lothian & Borders CJA	Angela Gentile, Chris Hawkes and Sally Crighton
Lothian & Borders Police	Detective Chief Superintendent Gill Imery, Sergeant Bob Paterson, Superintendent Ian Strachan, Inspector Jim Royan
Midlothian Council	Ian Neil, Fiona Kennedy, John Scott and Margaret Brewer
Scottish Borders Council	Ishbel Mackenzie and Marian Gray
SPS/CJA Liaison Manager	Jim Dustan
Turning Point	Dave Crosbie
Venture Trust	Carole Chisholm and Anna Croft
Victim Support	Helen Provan
West Lothian Council	Gillian Oghene, Kevin Carter, Sharon Oxley and Tim Ward

APPENDIX 2 – DRAFT AREA PLAN CONSULTATION DISTRIBUTION & RESPONSES

Distribution

ORGANISATION	RECIPIENT
LOTHIAN & BORDERS CJA	<ul style="list-style-type: none"> • Councillor John Muir • Councillor Sandy Scott • Councillor Margot Russell • Councillor Paul Edie • Councillor Kenny McLeod
SCOTTISH GOVERNMENT	<ul style="list-style-type: none"> • Bridget Campbell • Wilma Dickson • Keith Willcock
CITY OF EDINBURGH COUNCIL	<ul style="list-style-type: none"> • Norma Cuthbertson, Community Planning Partnership • Michelle Miller, Chief Social Work Officer
EAST LOTHIAN COUNCIL	<ul style="list-style-type: none"> • Veronica Campanile, Community Planning Partnership • Monica Patterson, Executive Director, Social Care & Health
MIDLOTHIAN COUNCIL	<ul style="list-style-type: none"> • Clelland Sneddon, Community Planning Partnership • Colin Anderson, Director of Social Work
SCOTTISH BORDERS COUNCIL	<ul style="list-style-type: none"> • Douglas Scott, Business Improvement (New Ways) • Andrew Lowe, Director of Social Work
WEST LOTHIAN COUNCIL	<ul style="list-style-type: none"> • Karen Cawte, Community Planning Partnership • Ian Quigley, Head of Social Policy
COSLA	<ul style="list-style-type: none"> • Jon Harris
CROWN OFFICE PROCURATOR FISCAL	<ul style="list-style-type: none"> • Morag McLaughlin, Area Procurator Fiscal
SCOTTISH COURTS	<ul style="list-style-type: none"> • Gordon McKeand, Head of Civil
VICTIM SUPPORT	<ul style="list-style-type: none"> • Alan McCloskey, Area Director
RMA	<ul style="list-style-type: none"> • Yvonne Gailey, Chief Executive
LOTHIAN & BORDERS POLICE	<ul style="list-style-type: none"> • David Strang, Chief Constable
NHS LOTHIAN	<ul style="list-style-type: none"> • Phil Mackie, Senior Specialist in Public Health • Professor Alex McMahon, Strategic Planning & Modernisation
NHS BORDERS	<ul style="list-style-type: none"> • Dr Eric Bajjal, Director of Public Health
SCOTTISH PRISON SERVICE	<ul style="list-style-type: none"> • Eric Murch Director, Partnerships & Commissioning • Rona Sweeney, Director of Prisons • Nigel Ironside, HMP Edinburgh • Derek McGill, HM Polmont YOI • Teresa Medhurst, HMP Cornton Vale
KALYX	<ul style="list-style-type: none"> • Audrey Park, HMP Addiewell
INCLUDEM	<ul style="list-style-type: none"> • Angela Morgan, Chief Executive
VENTURE TRUST	<ul style="list-style-type: none"> • Greg Barton, Chief Executive
SACRO	<ul style="list-style-type: none"> • Tom Halpin, Chief Executive
TURNING POINT	<ul style="list-style-type: none"> • Dave Crosbie, Service Manager
APEX	<ul style="list-style-type: none"> • Alan Staff, Chief Executive
FAMILIES OUTSIDE	<ul style="list-style-type: none"> • Dr Nancy Loucks
JOBCENTRE PLUS	<ul style="list-style-type: none"> • Lindsay Geddes, External Relations Manager
SALVATION ARMY	<ul style="list-style-type: none"> • Lieut-Colonel Alan Burns
ACTION FOR CHILDREN	<ul style="list-style-type: none"> • Fiona Steel, Group Manager Children's Services
CLAN	<ul style="list-style-type: none"> • Gillian Lawrence, Training Officer
STREETWORKS	<ul style="list-style-type: none"> • Claire Gibson, Head of Services

Responses (to view the full set of responses please go to www.cjalb.co.uk/Publications)

ORGANISATION	RESPONDER
City of Edinburgh Council	Michelle Miller
Families Outside	Dr Nancy Loucks
JobCentre Plus	Lindsay Geddes
Lothian & Borders Police	ACC Iain Livingstone
NHS Borders	Julie Murray
NHS Lothian	Phil Mackie
Polmont Young Offenders Institution	Derek McGill
Scottish Borders Council	Marian Gray
Scottish Government, Community Justice Services	Keith Willcock
Scottish Prison Service	Jim Dustan
Victim Support Scotland	Alan McCloskey
West Lothian Community Planning Partnership	Karen Cawte

APPENDIX 3 – POLICE ENGAGEMENT MODEL



8 Stage Engagement Model

Engagement Model

The 8 Stage Engagement Model provides a generic process for Lothian and Borders Police and partners to adopt within a local context, which enables them to meet their engagement and prevention remit. The following breakdown provides a summary of some of the activities relevant to each stage:

1. Research:

- Find out what is already known about the local community;
- Create a community profile;
- Identify potential difficulties in engaging with local people; and
- Research must be simply presented and easily understood by officers.

2. Engagement:

- Engagement must reflect local community demographics;
- Establish a range of community groups, contacts and networks;
- Utilise existing structures and processes, ensuring they match the community profile;
- Ensure engagement is representative of local communities.

3. Identify issues:

- Local people must identify what matters most to them;
- Enable local people to voice their concerns and receive feedback; and
- Utilise a range of engagement methods to ensure cross section/representative view.

4. Investigation and analysis:

- Conduct investigation and analysis to identify causal factors, patterns, partner knowledge, and key stakeholders;
- Make use of the 'Victim, Offender, Location' in this process; and
- Conduct further investigation and analysis as necessary.

5. Deciding local priorities:

- Investigation and analysis must be presented in an easy to understand format so that informed choices can be made;
- Community/community planning partners to decide local priorities;
- Choices can vary from drug dealing/other serious crime to vandalism/litter/ASB;
- 'Engagement' is local communities setting/prioritising issues they want dealt with.

6. Dealing with priorities

- This is the 'doing' phase of the model;
- Some matters can be dealt with by police;
- Some require partnership working through Community Planning;
- Not all priorities will have an obvious and simple solution; and
- Problem solving approach adopted where appropriate.

7. Review:

- Review impact of action to address priorities;
- Ensure range of methods adopted to capture representative view;
- If remedial actions are necessary then feedback to stage three.

8. Feedback:

- Communication is critical to influencing public perception and confidence;
- Feedback outcome of police and partner activity to local communities.

APPENDIX 4 - GLOSSARY OF TERMS

A

ADSW Association of the Directors of Social Work

APEX Apex Trust Scotland is a charitable organisation working with offenders and young people at risk of offending to help them address their employability needs

B

C

CALEDONIAN The Caledonian System aims to increase the safety of women and children by working with men convicted of domestic abuse related offences to reduce their re-offending

CISSO Community Intervention Service for Sex Offenders

CJ Criminal Justice

CJA Community Justice Authority

CJSW Criminal Justice Social Work

CLAN City Literacy And Numeracy. Aims to increase and improve literacy and numeracy learning opportunities in Edinburgh.

COPFS Crown Office Procurator Fiscal Service

CONCORDAT Agreement between the Scottish Government and local government

COSLA Convention of Scottish Local Authorities

COVALENT Public sector corporate performance management software

CPO Community Payback Order

CPP Community Planning Partnership

CSOGP Community Sex Offender Group-work Programme

D

DTTO Drug Treatment and Testing Orders

E/ F/ G/

H

HMP Her Majesty's Prison (e.g. HMP Edinburgh)

I/ J/ K

L

L&B Lothian and Borders

M

MAPPA

Multi Agency Public Protection Arrangements exist to deal with the risks that are presented by some offenders who are thought likely to cause serious harm.

N

NHS

National Health Service

O

OPPORTUNITIES FOR CHANGE

Multi Agency Pilot Programme for 16-18 year old prolific offenders

P/Q/R

S

SACRO

'Safe Guarding Communities Reducing Offending'. Sacro is a national community justice voluntary organisation working across Scotland to make communities safer by reducing conflict and offending

SCCJR

Scottish Centre for Crime and Justice Research

SINGLE OUTCOME AGREEMENTS (SOAs)

Individual Agreements between each of the 32 local authorities and Scottish Government which reflect decisions by councils on the most effective routes to deliver services in line with local needs and national priorities (component of the Concordat)

SPS

Scottish Prison Service

Stable and Acute 07 (SA07)

Risk Assessment Tool for use with sexual offenders (Hanson and Harris)

SVQ

Scottish Vocational Qualification

T/U/V/X/Y/Z

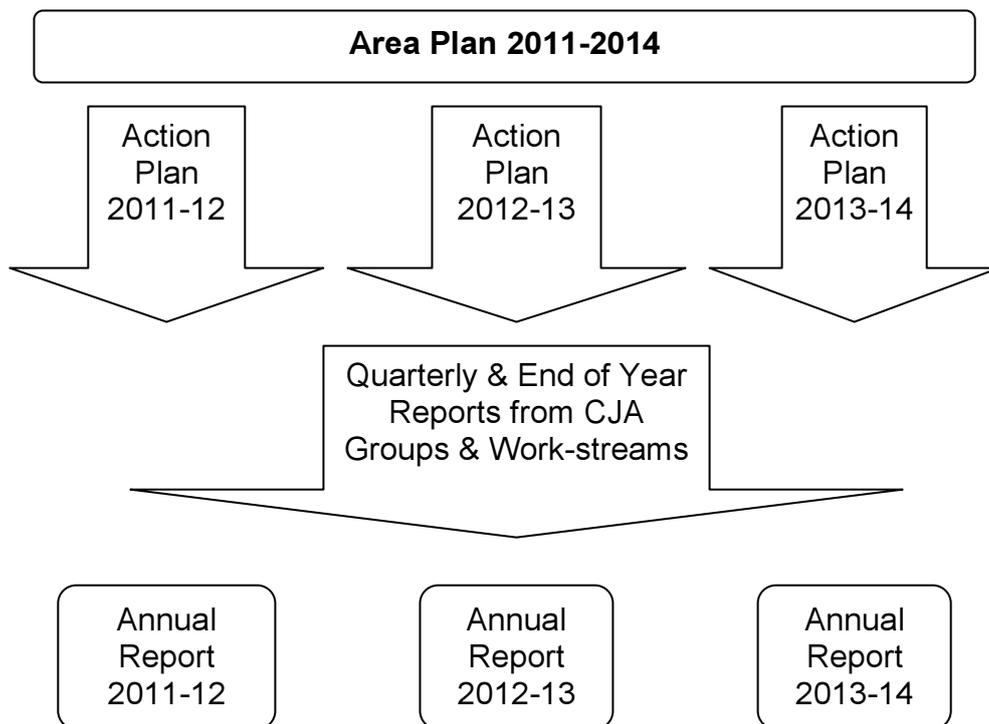
APPENDIX 5 KEY PRIORITIES – THE CJA REPORTING LANDSCAPE

The Key Priorities 1-5 have been established through joint planning as the main strategic Outcomes to be developed over the three year period 2011-14.

The Area Plan 2011-14 is the overarching strategic plan for the CJA and it is supported by both the yearly Annual Reports and Action Plans. The Action Plans are developed through multi agency group work and use SMART (**S**pecific, **M**easurable, **A**chievable, **R**ealistic, **T**imely) objectives to allow the work objectives to focus on outcomes rather than activities and provide a means to measure success.

The Action Plans are developed and passed to the Scottish Government on an annual basis for their approval. These Plans identify the lead organisation/s or individual/s involved in each work stream and any resources that may be available either in-kind or financial. The output from the Action Plan provides the basis for the Annual Report which also includes relevant and timely data and supporting documentation providing a detailed picture of the work that has been completed across the CJA by all partner organisations.

The CJA three year Area Plan and its supporting reports, the Action Plans and Annual Reports, form a suite of documents which together provide a comprehensive account of the work of the CJA.



Key Priority 1 – Integrated Planning

Outcome 1. 1 Increase capacity through partnership planning & working in the delivery of effective services				
Output	Actions	Year	National Aims (CJA/SPS/ADSW)	Scotland Performs - National Outcomes
1.1.1 Establish shared services to effectively meet need and manage risk	• Establish a shared approach to the integrated offender management project	1	Improve Joint Working Practices	We live our lives safe from crime, disorder and danger
	• Align child protection and adult protections systems, with Multi Agency Public Protection Authority critical oversight, including co-location	1	Improve Joint Working Practices	We have improved the life chances for children, young people and families at risk
	• Community Planning Partnerships and Community Justice Authority to develop holistic response to women offenders in each Local Authority area and improve alternatives to custody	1	Improve Community Integration	We have tackled the significant inequalities in Scottish society
	• Provide an outreach (mobile) programme to all 5 areas, with a range of programmes available in each area	1-3	Improve Community Integration	We live our lives safe from crime, disorder and danger / We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others/ We have tackled the significant inequalities in Scottish society
	• Audit need of ageing prison population to inform joint planning with the NHS and Community Care partners (including the Care Commission in Scotland).	1-3	Improve Joint Working Practices	We live longer, healthier lives/ We have tackled the significant inequalities in Scottish society
	• Form group to improve interface with children’s services to aid transition into adult system or divert, including Child & Adolescent Mental Health Services as part of this process	1	-	We have improved the life chances for children, young people and families at risk
	• Develop a protocol to promote the involvement of families where appropriate in risk assessment and risk management across agencies	1	Improve Information Sharing	We have improved the life chances for children, young people and families at risk
Outcome 1.2 Effective partnership planning and working with clear governance				
1.2.1 Identify roles and responsibilities for justice outcomes among Community Planning Partnerships	• Agree with Community Planning Partnerships key priorities under National Outcomes 9, 11 and 15	1	-	We live our lives safe from crime, disorder and danger/ We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others/ Our public services are high quality, continually improving, efficient and responsive to local people’s needs
	• Jointly with Alcohol & Drug Partnerships evaluate Drug Treatment & Testing Orders and ensure integrated planning in respect of treatment and recovery	2	Improve Community Integration	We live longer, healthier lives
	• Jointly with Alcohol & drug Partnerships identify mechanisms to reduce waiting times (Access to Treatment) for offender population, in line with general offender population	2	-	We live longer, healthier lives
	• Community Planning Partnerships able to identify offenders needs and justice outcomes in their work-streams, by performance reporting	3	-	We live our lives safe from crime, disorder and danger/ We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

Outcome 1.2 continued				
Effective partnership planning and working with clear governance				
Output	Actions	Year	National Aims (CJA/SPS/ADSW)	Scotland Performs - National Outcomes
1.2.2 Develop clear funding mechanisms, across Community Planning Partnership and Community Justice Authority (transparency in funding)	<ul style="list-style-type: none"> Identify a pooled resource (budget) used for commissioning third sector to meet range of needs with specialist skill set, rather than 'silo' funding 	2	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs We live longer, healthier lives
	<ul style="list-style-type: none"> Identify non-pooled resources used for commissioning services to meet the range of need with specialist skill set e.g. forensic mental health funding 	2	-	
1.2.3 Identify and use existing consultation mechanisms with communities within each area	<ul style="list-style-type: none"> Explore with Lothian and Borders police how we can consult with communities jointly 	1	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs
	<ul style="list-style-type: none"> Implement the Communication strategy 	1 – 3	-	-
	<ul style="list-style-type: none"> Ensure identification of local justice priorities within local residents surveys 	1	Improve Community Integration	Our public services are high quality, continually improving, efficient and responsive to local people's needs
1.2.4 Establish local information to know who is doing the re-offending and develop intelligence led planning	<ul style="list-style-type: none"> Work in partnership with the Police to establish local intelligence led planning and delivery e.g. Tasking and Coordinating groups 	1	Improve Information Sharing	We live our lives safe from crime, disorder and danger

Key Priority 2 – Effectiveness & Performance Management

Outcome 2. 1 Improve performance management processes				
Output	Actions	Year	National Aims (CJA/SPS/ADSW)	Scotland Performs - National Outcomes
2.1.1 Review & evaluate 2008-11 Area Plan outcome	<ul style="list-style-type: none"> Evaluate and carry forward work with families, identify through assessment, level of family involvement and of those where involvement is appropriate, who takes up involvement in CJ processes e.g. Integrated Case Management 	1	-	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
	<ul style="list-style-type: none"> Audit families of offenders needs through Families Outside Post e.g. accommodation 	1	-	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
	<ul style="list-style-type: none"> Evaluate women offenders pilot and identify outcomes i.e. to enable women to reintegrate in communities of their choice, enhance their personal safety, their health and wellbeing and access to services 	1	-	We have tackled the significant inequalities in Scottish society
	<ul style="list-style-type: none"> Evaluate Opportunities for Change pilot and identify successful elements, 'scale up' to reduce number of 16-21 year olds going to custody, identify funding streams 	1	-	We have improved the life chances for children, young people and families at risk
	<ul style="list-style-type: none"> Implementation and monitoring of housing protocol to reduce homelessness amongst offenders leaving custody 	1	-	We live in well-designed, sustainable places where we are able to access the amenities and services we need
2.1.2 Identify individual offender success in desisting from offending	<ul style="list-style-type: none"> Tracking that takes place as part of service reviews should be built in to service delivery 	2	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs
	<ul style="list-style-type: none"> Develop communication strategy that is effective in targeting several audiences, include individual 'success' stories 	1 - 3	Improve Joint Working Practices	-
2.1.3 Agree & monitor performance measures	<ul style="list-style-type: none"> Share list of performance measures developed by Criminal Justice Social Work data group and where appropriate to the organisation identify if these can be incorporated into relevant performance data systems to assist with tracking of achievements 	1	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs
	<ul style="list-style-type: none"> Set up self-evaluation process of justice outcomes using Covalent or any other system as appropriate. 	1	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs
	<ul style="list-style-type: none"> Identify how reporting of 'Covalent' and other system data is used in relation to Community Planning Partnerships. 	1	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs
	<ul style="list-style-type: none"> Develop dataset for community payback orders 	2	-	-
	<ul style="list-style-type: none"> Develop specific performance outcomes for women (based on above) 	2	-	We have tackled the significant inequalities in Scottish society
	<ul style="list-style-type: none"> Workstream to develop analysis of section 27 performance data 	2	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs

Outcome 2.2 Target services according to specific need				
Output	Actions	Year	National Aims (CJA/SPS/ADSW)	Scotland Performs - National Outcomes
2.2.1 Meet needs and manage risks of sex offenders	• Establish a 'clearing house' system for Multi Agency Public Protection (MAPPA) clients in each Local Authority	2	Improve Information Sharing	We live our lives safe from crime, disorder and danger
	• Critical oversight group to establish protocol for responsible authorities to accept transfer of cases cross L&B region	1	Improve Joint Working Practices	Our public services are high quality, continually improving, efficient and responsive to local people's needs
	• Continue the roll out of Stable & Acute O7 to Prison Officers/ Social Work / Psychology, as an element of the national priority in the management of sexual offenders.	3	Improve Joint Working Practices	-
	• Community Intervention Service for sex offenders (CISSO) to work with police to develop a proposal for best practice across the Community Justice Authority with regard to use of SA07	2	-	We live our lives safe from crime, disorder and danger
	• Community Intervention Service for sex offenders (CISSO) to develop the use of risk assessments and interventions with sexual offenders in the community who are not on statutory supervision (including e.g. those within learning disability or child and adolescent mental health services)	2	-	We live our lives safe from crime, disorder and danger
	• Draw on models like West Lothian joint project for housing high risk offenders	1	-	We live our lives safe from crime, disorder and danger
2.2.2 Develop and target effective services for 16-21 year old sex offenders	• Community Intervention Service for sex offenders (CISSO) to advise a working group on developing effective services for 16-21 year old sex offenders	1	Improve Joint Working Practices	We live our lives safe from crime, disorder and danger
	• Identify how many of this group are 'looked after'/ leaving care and develop holistic approach with effective integration of services	1	-	We have improved the life chances for children, young people and families at risk
	• Identify accommodation resource, with support for independent living for this group i.e. Intensive Support Package or intensive fostering	1-3	Improve Joint Working Practices	We live our lives safe from crime, disorder and danger
	• Develop resource that increases life-skills of this group	1-3	-	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
Outcome 2.3 Develop effective interventions				
Output	Actions	Year	National Aims (CJA/SPS/ADSW)	Scotland Performs - National Outcomes
2.3.1 Have range of resources available to meet need in custody, community and reintegration	• Each LA area to identify a modular approach to community payback orders	1	-	We live our lives safe from crime, disorder and danger
	• Third sector identify their 'products' in relation to community payback orders	1	-	We live our lives safe from crime, disorder and danger
	• Explore 'Lads and dads' provision	1	-	We have improved the life chances for children, young people and families at risk
	• Scope the need for a domestic abuse programme for offenders released from custody on statutory licence	3	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs
	• Develop specific intervention/holistic approach for women who offend (Not currently an accredited programme) in each area	1	-	We have tackled the significant inequalities in Scottish society
	• Roll out Caledonian in each LA area as approved in 2010	1	-	We live our lives safe from crime, disorder and danger
	• Community Sex Offender Groupwork Programme (CSOGP), Constructs developed for offenders on licence	3	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs
2.3.2 Community Justice Authority to share good practice	• Develop a web based portal to share good practice	1	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs
	• Share good practice from current area plan as part of wider communication strategy	1	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs

Key Priority 3 –Communities of Prevention

Outcome 3.1 Establish Communities of Prevention				
Output	Actions	Year	National Aims (CJA/SPS/ADSW)	Scotland Performs - National Outcomes
3.1.1 Identify plan and deliver priorities with local community	<ul style="list-style-type: none"> Community planning partnerships to develop a local community policing model (Appendix 3 – Police Engagement Model), identify top 3 local priorities with communities using a range of methods, rather than planning based exclusively on reported crime 	2	-	We live our lives safe from crime, disorder and danger / We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
	<ul style="list-style-type: none"> Link ‘tasking and coordinating’ to this approach through neighbourhood partnerships, with health and literacy representation to enable responsive approach to communities 	3	-	We live our lives safe from crime, disorder and danger / We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
	<ul style="list-style-type: none"> Use the Police Engagement Model to identify areas of specific need e.g. housebreaking and involve community by victim representation in response to these offenders 	1	-	We live our lives safe from crime, disorder and danger / We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
	<ul style="list-style-type: none"> Use the Police Engagement Model to identify geographic areas of deprivation, range of partners work together to respond to needs of offenders/communities 	1	-	We have tackled the significant inequalities in Scottish society
	<ul style="list-style-type: none"> Report findings of the Police Engagement Model groups to Community Health (and Care) Partnerships to identify needs and address lack of access to health services, identify best approach in each area e.g. targeted services 	3	-	We live longer, healthier lives
3.1.2 Involve families, recognise their role and resource in prevention, as well as desistence	<ul style="list-style-type: none"> Identify where Section 27 services are engaging with families, develop role of paraprofessional 	2	-	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
	<ul style="list-style-type: none"> Developed family focused approach to prevention i.e. family learning ‘hubs’ 	3	-	-
	<ul style="list-style-type: none"> Use of community centres and colleges 	-	-	-
3.1.3 Identify mechanisms for offender involvement / consultation	<ul style="list-style-type: none"> As part of comprehensive communications strategy, audit how Criminal Justice Social Work currently consult with offenders/offenders’ families (link to system reporting) 	1	Improve the shared management of resources and policy development	Our public services are high quality, continually improving, efficient and responsive to local people’s needs
	<ul style="list-style-type: none"> CISSO develop proposal in conjunction with Children & Families services for a service that provides multi-agency assessments on families who have contact with sexual offenders, provide interventions and develop services for non-abusing partners and children to protect against potential abuse, taking into account Getting It Right For Every Child protocols 	2	Improve Information Sharing	We have improved the life chances for children, young people and families at risk

Outcome 3.2 Develop victim led approaches				
Output	Actions	Year	National Aims (CJA/SPS/ADSW)	Scotland Performs - National Outcomes
3.2.1 Develop victim led approach to restorative justice	<ul style="list-style-type: none"> Put in place a model of restorative justice which is designed to re-balance the relationship between offender and community/victim and target post sentence 	2	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs
	<ul style="list-style-type: none"> Incorporate learning from national model pilot in South West Community Justice Authority area – 'Victim's first' (n.b. at time of publication (May 2010) still subject to Scottish Government funding) 	1	-	-
	<ul style="list-style-type: none"> Roll out pilot of victim's surgery held by police in City of Edinburgh across all Community Planning Partnerships 	3	-	We have tackled the significant inequalities in Scottish society
	<ul style="list-style-type: none"> Evaluate police led early intervention Restorative Justice model in Youth Justice - 75% not re-offending (how long after?) 	2	-	We have improved the life chances for children, young people and families at risk
Outcome 3.3 Increase public sector involvement in employment opportunities				
Output	Actions	Year	National Aims (CJA/SPS/ADSW)	Scotland Performs - National Outcomes
3.3.1 Identify public sector involvement in employment opportunities	<ul style="list-style-type: none"> Develop strategy to engage public sector in identifying employment opportunities with an education element, to challenge discriminatory attitudes toward offender population (link to More Choices, More Chances and Tom Pitt's work) 	3	-	We realise our full economic potential with more and better employment opportunities for our people / We have tackled the significant inequalities in Scottish society

Key Priority 4 – Resource Transfer

Outcome 4.1 Ensure resources are in place to support resource targeting				
Output	Actions	Year	National Aims (CJA/SPS/ADSW)	Scotland Performs - National Outcomes
4.1.1 Identify structures and resource within all organisations	• Explore the utilisation of the resource in HMP Edinburgh for use by Community Service/ Community Payback workshops	1-2	Improve the shared management of resources and policy development	We realise our full economic potential with more and better employment opportunities for our people
	• As part of commissioning third sector, ensure capacity for training to deliver the service/s	1	-	We are better educated, more skilled and more successful, renowned for our research and innovation
	• Map funding streams using the 'Partnership Project' findings	1	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs
4.1.2 Undertake resource shift to ensure most effective use of resources at an early stage	Identify priority groups in areas and work in partnership to help achieve sustainable solutions e.g. Integrated Offender Management Project	1-3	-	We live our lives safe from crime, disorder and danger
Outcome 4.2 Shift resources from prisons to communities and compliment with 'in reach' support, maintaining quality during transition				
Output	Actions	Year	National Aims (CJA/SPS/ADSW)	Scotland Performs - National Outcomes
4.2.1 Develop provision that is based on need and 'person centred' rather than on numbers	• Develop paraprofessional role to support offenders into mainstream services in community e.g. resource workers in Drug Treatment & Testing Order Team support offenders into housing, employment, education	2	-	We live our lives safe from crime, disorder and danger / We realise our full economic potential with more and better employment opportunities for our people / We are better educated, more skilled and more successful, renowned for our research and innovation
	• Develop Drug Treatment & Testing Order II to meet the needs of female offenders	1	-	We live longer, healthier lives / We have tackled the significant inequalities in Scottish society
	• Develop pathways from custody to meet integration need in the community e.g. literacy, employment, housing, continuity of healthcare, including substance misuse	1	Improve Community Integration	We live our lives safe from crime, disorder and danger We live in well-designed, sustainable places where we are able to access the amenities and services we need
	• Seek to extend community access to the information contained within community integration plans for those individuals not subject to statutory throughcare	2	Improve Community Integration	We live our lives safe from crime, disorder and danger
4.2.2 Develop a shared qualification	• Contribute at a national level to development of shared qualification e.g. in public protection	1-3	Improve Joint Working Practices	We live our lives safe from crime, disorder and danger
	• Define wider role of paraprofessional	1	-	-

Key Priority 5 – Community Payback

Outcome 5.1 Consider impact on specific groups in line with CJ & L Bill, increase community confidence by introduction of community payback				
Output	Actions	Year	National Aims (CJA/SPS/ADSW)	Scotland Performs - National Outcomes
5.1.1 Increase community confidence by introduction of community payback	• Develop agreed protocol/procedure for partnership working and managing compliance with modular orders, with a range of elements	1	Improve Joint Working Practices Improve Information Sharing	We live our lives safe from crime, disorder and danger / We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
	• Develop skill set of care-management/ brokering services	2-3	-	-
	• Audit offender need to inform design and commissioning of services	1-2	-	-
	• Explore the use of Scottish Prison Service resource to develop work element of Community Payback Order (CPO)	1-2	Improve the shared management of resources and policy development	-
5.1.2 Provide best value through Community Payback Order	• Use best value reviews to develop services for CPO not historical growth of services	3	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs
	• Scope feasibility of mobile interventions to increase the flexibility of service delivery	-	-	-
5.1.3 Develop mechanism to identify gaps in services	• Identify gaps in services in Social Enquiry Reports and progress court reports specifying which are specialist (for commissioning) and which are gaps in universal services (to report to partners/Community Planning Partnerships)	1-2	-	Our public services are high quality, continually improving, efficient and responsive to local people's needs
5.1.4 Consider gender equality in suitability of CPO for women offenders	• Equality impact assessment of Area Plan	1		We have tackled the significant inequalities in Scottish society
	• Equality impact assessment of delivery of Community Payback Order (CPOs)	1	-	-
5.1.5 Identify external resources for CPO including health, employability agencies	• Identify the authority responsible for each component of CPO e.g. Local NHS responsible for health related assessments	1	Improve Joint Working Practices	-
	• Identify external resources for each component of Community Payback Orders e.g. employability, health, in line with national guidance and local protocols	1-2		
	• Use Further Education Colleges for flexible and local service delivery	2-3	-	We are better educated, more skilled and more successful, renowned for our research and innovation

Outcome 5.2 Improve focus on training and employment				
Output	Actions	Year	National Aims (CJA/SPS/ADSW)	Scotland Performs - National Outcomes
5.2.1 CPO to include work element as well as other elements	<ul style="list-style-type: none"> • Explore the development of Scottish Vocational Qualifications (SVQs)s for offenders using workshop space and staff skill set with Scottish Prison Service 	1-2	Improve the shared management of resources and policy development	We are better educated, more skilled and more successful, renowned for our research and innovation
Outcome 5.3 Effective communication around 'Community Payback'				
5.3.1 Clear communication with Sheriffs who will influence where resources go	<ul style="list-style-type: none"> • Develop protocol with Sheriffs to identify what the Community Payback Order should provide 	1	-	-
	<ul style="list-style-type: none"> • Provide menu of options, as City of Edinburgh currently do 	1	-	-
	<ul style="list-style-type: none"> • Training with sentencers and defence agents 	-	-	-
5.3.2 CJA to lead on communication	<ul style="list-style-type: none"> • CJA to provide portal for information e.g. newsletters, training, successes 	1	Improve Joint Working Practices	-
5.3.3 CJA to link in to community councils to ensure effective communication	<ul style="list-style-type: none"> • Local authorities to engage with community councils around Community Payback Orders and identify priority areas for unpaid work element, reparation element 	1	-	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others



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