



**DRAFT COMMUNITY JUSTICE
AUTHORITY AREA PLAN
2011 - 2014**

FOREWORD

Welcome to the third plan of Lanarkshire Community Justice Authority (LCJA) covering the period April 2011 to March 2014.

Our previous plans have reflected the national strategy for the Management of Offenders and associated guidance which describes how we are expected to tackle crime and reduce re-offending.

This plan, like its predecessors emphasises that it is real partnership working which lies at the heart of reducing re-offending. In this context our partner's progress is acknowledged over the last four years and in particular, we would highlight the following achievements:

- The development of Multi Agency Public Protection Arrangements (MAPPA) which are acknowledged nationally as a model for others to follow.
- Integrated Case Management process in which Lanarkshire consistently achieves the top result in Scotland.
- The development of the first Scottish community facing prison at HMP Addiewell which serves predominately the communities of Lanarkshire and to a lesser extent West Lothian.
- The very real contribution of our partners in the voluntary sector in reducing re-offending through work in the community and in prisons.
- The continuing professionalism of Local Authority Criminal Justice Social Work services in delivering assessment and supervision services, which play a key part in protecting our communities.
- The contribution of agencies working with victims of crime, such as Victim Support Scotland, PETAL (People Experiencing Trauma and Loss) and Women's Aid, in helping us develop our Area Plan and ensuring victims are at the forefront of what we do.

During the last four years LCJA has adapted to significant changes in our environment. In particular, we would like to express our gratitude to both North and South Lanarkshire Council for the opportunity to contribute to the Community Planning Partnerships and the Single Outcome Agreement. We also welcome the opportunity to contribute to the national reducing re-offending programme including the development of Community Payback Orders and anticipate that both these developments will continue to be a major theme over the life time of this current plan.

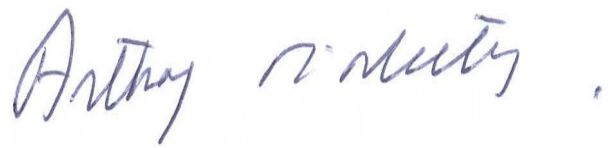
We particularly wish to acknowledge the contribution of our many partners who fully contributed to the content of the plan and who have made specific commitments which are detailed in the action plan.

This plan will be treated as a working document by LCJA and partners, remaining flexible enough to adapt to changing legislation whilst also providing strategic direction. The action plans, covering 2011 – 2014, will be our work plan setting out our tasks and aims for the coming years and setting out the objectives we need to achieve in order to continue to reduce re-offending and increase public protection.

We are confident that having continually evaluated existing actions and listened to feedback from key partners that the developments set out in the Area Plan for 2011 -2014 will continue to result in long term improvements in public protection and the reduction of re-offending.



Brian McCaig
Convenor



Tony McNulty
Chief Officer

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SECTION 1 INTRODUCTION AND CONTEXT

1.1 Introduction

The primary purpose of Community Justice Authorities 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. 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.

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 Lanarkshire Community Justice Authority (LCJA) and is for the period 2011 - 2014.

1.2 Vision and Values

Vision

CJA's will work through partnership to reduce re-offending and make Scotland a safer and stronger country.

Values

CJA's, in order to create a safer Scotland will, through strategic planning and monitoring, ensure the availability of services designed to reduce re-offending and promote multi agency participation in working with offenders and victims.

1.3 About this plan

This plan sets out what Lanarkshire Community Justice Authority and its partners will achieve during 2011-14. The plan has been prepared through:

- local discussions with our partners and other organisations involved in providing services to offenders in Lanarkshire.
- national discussion with the Scottish Government, Scottish Prison Service (SPS) and the Association of Directors of Social Work (ADSW)
- consultation with our stakeholders over a four week period
- agreement by the LCJA Board
- submission to the Scottish Government

The strategic aims and national objectives set out in section 2 of the plan are shared nationally across all eight Community Justice Authorities in Scotland. There is also information about how we will measure progress against our local aims and objectives and

about the challenges we may face in achieving these. Appendix 1 provides a glossary and summary of common terms relating to CJA's.

Along with this plan, each year we will deliver an action plan that sets out in detail progress achieved which will form part of our Annual Report to the LCJA Board, these documents will be available on our website www.lanarkshirecja.org.uk

1.4 Lanarkshire Community Justice Authority (LCJA)

LCJA comprises of two Local Authorities, North Lanarkshire Council and South Lanarkshire Council. Each Council provide three members who make up the Board, two of whom fulfil the role of Convener and Vice-Convener and it is the Board who provide political and strategic oversight for the CJA. The CJA 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 including;

- The Scottish Prison Service
- Strathclyde Police
- Area Procurators Fiscal for Lanarkshire
- Representation from Lanarkshire NHS
- Scottish Court Services
- Victim Support Scotland
- Voluntary organisations including Phoenix Futures, APEX Scotland and SACRO

LCJA has a small team which includes a Chief Officer, Planning and Development Adviser and one member of staff who provides clerical support. LCJA also shares an SPS Liaison Manager with Lothian and Borders CJA and has a dedicated Training and Development Officer for the Lanarkshire area.

LCJA has responsibility for the Criminal Justice Social Work (CJSW) budget, which is allocated in accordance with the Scottish Government and the Convention of Scottish Local Authorities (COSLA) agreed funding formula. This formula is based upon a combination of workload indicators which includes the volume of Social Enquiry Reports and certain needs factors. The volume of Social Enquiry Reports in Lanarkshire are illustrated below, North Lanarkshire consistently having an overall higher volume of reports.

Local Authority	2006-07	2007-08	2008-09
North Lanarkshire	3595	3517	3494
South Lanarkshire	2213	2358	2927
Scotland	40848	41983	42472

CJSW provide a wide range of services across Lanarkshire for example MAPPA activity in the Lanarkshire CJA area continues to improve the standards of service and public protection arrangements. The MAPPA process within Lanarkshire CJA is well supported by partner agencies, and the Strategic Management / Steering Group oversees developments. MAPPA is now well-established across all agencies and practices and procedures, while firmly embedded, are subject to continuous review. There is also an undertaking to enhance knowledge and understanding of how offences have been

committed, to guide actions in the future, to reduce or where possible prevent offending and to protect the public. All responsible staff and agencies remain fully committed to the operation and development of MAPPA.

North Lanarkshire has an estimated total population of 324, 680 (2007 Mid Year Estimate – General Register Officer for Scotland) and has the second largest national share of the 15% most deprived areas in Scotland.

South Lanarkshire has a population of 302,126 (South Lanarkshire Council website) and around 1 in 8 people in South Lanarkshire (around 41,500) live in the most deprived areas of Scotland.

The level of recorded crime per 10,000 of population for the Lanarkshire area is showing a decline over the period 2007 to 2009 and is also below the Scottish average, as detailed below.

Area	2007-08	2008-09
Lanarkshire	732	705
Scotland	749	730

Data owner: Scottish Government

Domestic abuse remains an issue in Lanarkshire and there have been a number of initiatives which have led to increased reporting of incidents and significant progress of raising awareness of how to get help. The following statistics cover the period 1st April 2009 to 28th March 2010 and were provided by Strathclyde Police.

Division	No of incidents	Repeat Accused	Repeat Victims
Q Division (South Lanarkshire)	2726	59.8%	60.5%
N Division (North Lanarkshire)	4149	62.6%	62.7%

The figures are based on the proportion of incidents where a repeat victim or repeat accused are involved.

Fear of crime remains relatively high at 36% within South Lanarkshire and 34% in North Lanarkshire. Young people aged 16-24 are more likely to report a high fear of crime and males are more likely to be a victim of crime (Scottish Crime and Victimization Survey).

Police have recorded that drinking offences are close to their highest level ever within South Lanarkshire. In addition, the number of racially aggravated offences has been rising and survey work has found that 93% of people in South Lanarkshire believe that racial harassment is a problem.

Fire related anti-social behaviour in North Lanarkshire remains a challenging issue, these incidents include:

- acts of violence towards fire fighters
- deliberate fire raising
- malicious calls
- vandalism of hydrants

There has been a reduction over the last three years of just under 5% of the total number of calls attended however of these incidents 50% were related to anti social behaviour.

Recorded crime levels have been declining, with a faster decline noted in crimes of violence and acts of vandalism however drug related crime has been increasing.

The table below illustrates people in custody in Lanarkshire for the period April 2009 – March 2010.

	Addiewell	Barlinnie	Corntonvale	Polmont	Shotts
NLC Total	3587	557	251	751	309
SLC Total	2897	705	211	663	171
Scottish Total	8456	17,517	4,512	8698	6455

LCJA Area Statistics Year End April 2009 – March 2010

Reconviction rates currently available show that over the period 2006 – 08 the reconviction rate in Scotland has increased by 1% however over the same period of time the Lanarkshire re-conviction rate has been consistently 2% lower.

Area	2006-07	2007-08
Lanarkshire	42%	43%
Scotland	44%	45%

Data owner: Scottish Government

LCJA 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 LCJA 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 reassurance and well-being.

Lanarkshire CJA operates within a complex environment which is affected by many external factors. Appendix 2 illustrates this by use of a PESTLE Analysis which focuses on political; economic; social; technological; legal and environmental issues to illustrate the different factors which affect and influence our work.

1.5 Context – National Policy

The Scottish Government has stated within its ‘Scotland Performs’ a single purpose – “to create a more successful country where all of Scotland can flourish through increasing sustainable economic growth.” It also has the stated aims of wishing “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.”

Of the 15 National Outcomes detailed in ‘Scotland Performs’ those most relevant to LCJA business 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, which are reflected in the following 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 with Local Government and the Single Outcome Agreement (SOA) with local Community Planning Partnerships (CPPs). Although there are elections scheduled at Westminster and Holyrood immediately prior to and during the planning period 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 CJA 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 set out to achieve this in two ways:

- Legislative reform through the Criminal Justice and Licensing Bill
- The Reducing Re-offending Programme which will provide a comprehensive review of the criminal justice system.

The Criminal Justice and Licensing Bill will introduce a number of new structures 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 court 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 in 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 been involved in all areas of this work and will continue to be involved in consultation on legislative change and in developing and implementing the work from the Reducing Re-offending Programme throughout the period of this plan.

The following table sets out a summary of the strategic landscape for CJA's.

The Community Justice Authority Strategic Landscape

Scotland Performs

The Scottish Government's national performance framework

CJA - related Scottish Government Objective

Safer and Stronger



CJA - related 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.
 Our public services are high quality, continually improving, efficient and responsive to local people's needs.

CJA - related National Indicators

Reduce overall reconviction rates
 Reduce overall crime victimisation rates
 Increase the percentage of criminal cases dealt with within 26 weeks
 Increase % of adults who rate their neighbourhood as a good place to live
 Decrease the estimated number of problem drug users in Scotland
 Increase positive public perception of the general crime rate in local area

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Legal Context

Management of Offenders etc. (Scotland) Act 2005
 Criminal Justice & Licensing Bill
 Criminal Procedure (Scotland) Act 1995
 Children (Scotland) Act 1995
 Local Government in Scotland Act 2003
 Criminal Justice (Scotland) Act 2003
 Criminal Proceedings etc (Reform) (Scotland) Act 2007
 Custodial Sentences & Weapons (Scotland) Act 2007
 Sexual Offences (Scotland) Act 2009

Policy Context

National Strategy for Management of Offenders
 Protecting Scotland's Communities: Fair, Fast and Flexible Justice
 Reducing Re-offending Programme
 Changing Scotland's relationship with alcohol
 National Concordat – Spending Review
 Changing Lives – Report on the 21st Century Social Work Review
 The Road to Recovery: A New Approach to tackling Scotland's Drug Problem.
 Equally Well: Task Force Report on Health Inequalities.
 Multi Agency Public Protection Arrangements (MAPPA)
 ALNIS – Offender Learning Strategy
 Skills for Scotland – A Lifelong Skills Strategy
 Summary Justice Reform Programme.

Delivery

Lanarkshire Community Justice Authority Area & Action Plans
 CPP Single Outcome Agreements
 Community Health and Care Partnerships
 National Standards and Outcomes for offenders

Section 2 NATIONAL AIMS AND OBJECTIVES

2.1 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.

2.2 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 and
- 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.

2.3 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 custodial settings, the appropriate staff are trained together with the potential to deliver across both settings.

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

2.4 Strategic Aim Two:

Improve Information Sharing

Overview:

CJAs across Scotland recognise that sharing information is vital to the provision of co-ordinated and seamless services by public agencies and acknowledges the continued and ongoing commitment from partners in developing information sharing protocols across a wide range of partners. It is 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 issues in information sharing and therefore CJAs are committed to promoting and improving information sharing amongst all partners.

Key Objectives

Review existing processes for information sharing between SPS, CJSW; Local Authorities and other key partners (for example Police; Health; MAPPA and Courts) 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.

2.5 Strategic Aim Three:

Improve Community Integration

Overview

The majority of people who enter 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 CJA's alone. We require a joined up, high level, strategic response with our key partners.

Key Objectives:

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

To identify roles and responsibilities for service delivery across the tiers of service (for example universal services, targeted, specialist services) and identify offender pathways to ensure their effective integration into the community.

To engage with offenders and communities developing effective services around integration which will increase community safety and reduce re-offending.

2.6 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, for example 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 for offenders, examples of this may include: programme delivery, training and housing advice.

Section 3 LOCAL STRATEGIC AIMS, OBJECTIVES AND PRIORITIES

3.1 Background

In order to ensure that the Area Plan is as effective and accountable as possible LCJA have drawn on:

- themes from the Single Outcome Agreements for Lanarkshire
- proposed changes in legislation
- in depth local knowledge and experience of the local area
- consultation with partners
- continued actions and themes from the previous Area Plan

As part of the process of developing the LCJA Area Plan, a half day planning seminar was held in July 2009. The purpose of this session was to obtain support and engagement from key partners at a high level.

The main focus on the session was to discuss: priority areas for LCJA; the rationale for these areas being selected and efficiencies that could be made to free up resources

This event enabled us to focus on six key areas which were as follows: youth offending; domestic abuse; CJA strategic support to partners; community policing; community payback and communication.

3.2 Local Strategic Objectives

The following table illustrates Lanarkshire CJA strategic objectives for the period 2011 –2014. The headings for the table reflect LCJA actions under national outcomes 9, 11 and 15.

National Outcome 9 – We live our lives safe from crime, disorder and danger				
Objectives	CJA Strategic Aims	Outputs	Timescale/ Frequency	Lead responsibility
1. LCJA is embedded in the Community Planning Partnership structure through membership of the North Lanarkshire Partnership and the Community Safety Partnership within South Lanarkshire.	1, 2, 3, 4	Ensure that LCJA objectives are recognised in the single Outcome Agreements for North and South Lanarkshire Council.	Ongoing	LCJA
2. Explore links with NHS Lanarkshire through Community Health Partnerships (CHP'S) and Lanarkshire Alcohol and Drug Partnership (ADP).	1, 2, 3, 4	Work in partnership to identify opportunities to improve joint working which will impact positively on services for offenders and ex-offenders.	April 2011	LCJA Lanarkshire NHS ADP
3. LCJA in partnership will target money effectively to take account of local need and gaps in services.	4	Initiatives are evaluated and targeted appropriately to ensure quality of service.	Ongoing	LCJA Local Authority Partners
4. LCJA will continue to monitor and support the quality of risk assessments in relation to offenders to ensure a consistently high standard.	4	Review in partnership the availability of resources to deliver Social Enquiry Reports and Home Background Reports.	Apr 2011 - quarterly review thereafter	LCJA Local Authority Partners.
	1,2	Collate views from parole boards and courts regarding risk assessment reports.	Apr 2011 - annual review thereafter	LCJA Local Authority Partners.
	1	Report on service delivery returns offering comment and recommendations where appropriate.	Apr 2011 – annual review thereafter.	LCJA & Local Authority Partners

5.	Monitor and support the quality of Community Payback Orders to ensure a consistently high standard.	1	Review in partnership the resources available to deliver Community Payback Orders.	TBC	LCJA
6.	Monitor and support the effectiveness of community disposals in reducing re-offending.	1	Collate views from the Courts regarding the effectiveness of Community Supervision in reducing re-offending.	Apr 2011 - annual review thereafter	LCJA & LA
		4	Review in partnership availability of resources to deliver justice services.	Apr 2011 - six monthly review thereafter	LCJA Local Authority Partners
7.	Ensure effective transition between prison and community.	3	Report on agreed returns from the Scottish Prison Service on national standards providing comment and recommendations where appropriate.	Apr 2011 and thereafter six monthly	LCJA Local Authority Partners SPS Liaison Officer
		1, 2, 3	Co-ordination of services in relation to offenders with mental health issues and/or drug and alcohol problems.	April 2012	LCJA Lanarkshire NHS Local Authority Partners SPS Liaison Officer

	1, 2, 4	Develop a baseline to obtain accurate health data for community based offenders	Apr2012	LCJA & Lanarkshire NHS
	1, 2, 3	Promote social inclusion for clients within Criminal Justice Services.	TBA	
8. Continue to support and monitor the effectiveness of MAPPA arrangements in protecting the public from sex offenders taking note of any extension of MAPPA arrangements.	1,2, 3,4	Ensure that funds are prioritised to meet the operational needs of MAPPA and ensure best value for money for MAPPA Intensive Support Packages.	Ongoing	Chief Officer, CJA LA Partners
9. Young offenders can access a range of support services which reflects the complex nature of risk and support required.	3	Ensure that actions required in the Youth Court Review and in the context of funding conditions are fully met.	Ongoing	LCJA and Local Authority Partners
	1	Explore the links between the children's hearing system and the adult justice system and link to the national debate.	Apr 2011	LCJA Local Authority Partners
	1, 4	Investigate alternatives to secure accommodation	Ongoing	LCJA Local Authority Partners
10. Women offenders can access a range of support services which reflects the complex nature or risks and support required.	3	Review in partnership the availability of resources available to meet the needs of women within Justice Services.	Apr 2011	LCJA & Partners

11. Review developments by all partners in relation to perpetrators of domestic abuse	1, 2, 3, 4	Maintain and review delivery of services.	Ongoing	LCJA & Partners
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National Outcome 11 – We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

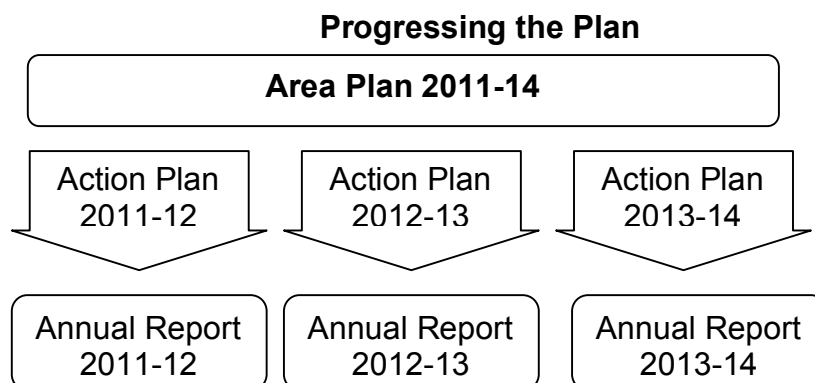
Objectives	CJA Strategic Aims	Outputs	Timescale/Frequency	Lead responsibility
12. LCJA will continue to keep partners informed of national developments to ensure that the Lanarkshire area has equal access to funding opportunities and a platform to share best practice.	1, 2, 3, 4	LCJA will participate in national groups forums and support partnership working locally.	Ongoing	LCJA
13. LCJA will continue to support the Community Policing model by raising awareness of examples of best practice by N & Q Division of Strathclyde Police.	1, 2, 3,4	Annual progress report presented to LCJA Board to share new developments.	Annual	LCJA/ Strathclyde Police
14. Ensure that all work of LCJA and partners has a victim perspective.	2	Collate the number of incidents of hate crime	April 2011	LCJA
	1, 2	Engage with key partners to highlight issues and find solutions	April 2011	LCJA
15. Link to violence against women agenda.	1, 2	Engage with partners to highlight issues and find solutions.	April 2011	LCJA
16. Collate views of local communities on the operation of Community Payback Orders.	2, 3	Develop survey on beneficiaries of work element of Community Payback Orders.	April 2012	LCJA/LA

National Outcome 15 – Our public services are high quality, continually improving, efficient and responsive to local people’s needs.				
Objectives	CJA Strategic Aims	Outputs	Timescale/ Frequency	Lead responsibility
17. Develop a local performance framework with partners.	2,3	Provide annual report to the Board on the development of the framework and thereafter report on data collated.	Apr 2011	LCJA
18. Further develop LCJA local communication strategy and contribute to the development of a national communication strategy.	1, 2, 3, 4	LCJA will further develop the LCJA website to aid interaction and feedback from the local community.	Ongoing	LCJA
19. Continue to support national training and ongoing specific developments.	1,2,3	Support developments in relation to LSCMI and multi agency training.	Ongoing	LCJA Local Authority Partners

3.3 Measuring Success

This Area Plan, together with Community Planning Partnerships will evidence progress through Single Outcome Agreements relating in particular to National Outcomes 9, 11 and 15.

This is supported by a local quarterly performance reporting system which tracks progress of all CJA work streams to ensure efficient ways of working. The CJA annual report demonstrates effectiveness in working toward a reduction in re-offending.



Section 4 STRATEGIC CHALLENGES AND SOLUTIONS

Over the course of the last Area Plan there have been a number of issues which have proved challenging, namely: resource allocation; performance management and ensuring that all partners are fully linked up to the Area Plan and the benefits of working in partnership. Changes in legislation, for example the Sexual Offences (Scotland) Act 2009, often add pressure to existing services by increasing workload without a corresponding increase in budget to manage change. In addition, media coverage of the criminal justice system is often unhelpful and sensationalises issues. This at times can lead to misinformation and blurring of key issues.

LCJA acknowledges the changing political and economic climate over the lifetime of this three-year Area Plan. Following the UK national election which was held on 6 May 2010, the Scottish Government elections will be held during 2011 and local council elections in 2012 and therefore changes in political direction and membership of the CJA Board is possible.

The economic forecast for the future indicates that the pressures on public spending will be significant; this may impact on the capacity of some of our partners to contribute to the reducing re-offending and community safety agenda.

4.1 Resource Allocation

The CJA supports the national priority of replacing, where possible short term prison sentences with credible community sentences. It is recognised that in order for community sentences to be fully trusted by the courts and the public, they must be:

- commenced swiftly
- rigorously supervised
- completed on time

This requires sufficient resources to ensure that staff have the space, equipment and support they require in dealing with some of our communities most challenging individuals. LCJA will therefore:

- continue to discuss with the Scottish Government their allocation for core and non core funding
- support transfer of resources from custodial to community sentences
- ensure value for money for existing services
- encourage match funding where this is possible
- investigate other potential funding streams

4.2 Key Partnerships

LCJA can evidence effective partnership working for example, through regular liaison meetings with our Local Authority partners; the operation of the LEAF (Literacy, Employability, Accommodation and Finance) group and partnership working with our Scottish Prison Services Liaison Officer. However, given the current economic climate, it is reasonable to assume that there will be additional pressure on partnership working and it will therefore be increasingly important to ensure there is no duplication of services.

We also recognise that developing stronger links to Community Planning Partnerships is key to raising awareness of the reducing re-offending agenda at a level at where change can be endorsed. In addition this will help to ensure continuity of services throughout Lanarkshire whilst ensuring that services are tailored to local needs and assist the planning process by sharing information on local issues.

4.3 Performance Management

Given the delay in the CJA National Performance Framework reporting system, LCJA will set up a short life working group to oversee the progress of a local performance framework. This working group will also take into account other factors which may impact on performance management including:

- the delay in the roll out of the Level of Service/Case Management Inventory (LSCMI) - the accredited tool for risk and needs assessment of offenders.
- difficulties arising from geographical boundaries between SPS; Scottish Courts; LCJA and Strathclyde Police - for example, Cambuslang and Rutherglen are part of South Lanarkshire however Glasgow Sheriff Court is used for sentencing and therefore some Lanarkshire statistics are collated by Glasgow CJA.
- the Scottish Government data set measures a reduction in reconviction rather than re-offending which may include crime that does not progress to conviction.
- data available on reconviction rates is always provided with a three year time lag which makes it difficult to evaluate specific initiatives which may be piloted for one or two years.

5.0 RESOURCES

5.1 Running Costs

LCJA received an administration budget of approximately £212,917.00 for the financial year 2010-11. This covers running costs such as Members remuneration; stationery; telephones and costs associated for three staff, all of whom are full time.

5.2 Section 27 Funding

LCJA received almost £11,994,000 for the financial year 2010-11 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 Probation, Community Service, Supervised Attendance Order (SAO), Drug Treatment and Testing Order (DTTO), Diversion or release from custody on supervision 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 resourcing services which are provided directly to offenders.

As in the past we intend continuing 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.

Section 6 APPENDICES

Appendix 1 – GLOSSARY AND SUMMARY OF COMMON TERMS

Common abbreviations

ADP	Alcohol and Drug Partnership
ADSW	Association of Directors of Social Work
ALNIS	Adult Literacy and Numeracy in Scotland
CHP	Community Health Partnership
CJA	Community Justice Authority
COPFS	Crown Office and Procurator Fiscal Service
COSLA	Convention of Scottish Local Authorities
CJSW	Criminal Justice Social Work
CPP	Community Planning Partnership
CSO	Community Service Order
CSP	Community Safety Partnership
DTTO	Drug Treatment and Testing Order
HDC	Home Detention Curfew
HMP	Her Majesty's Prison
ICM	Integrated Case Management
LCJA	Lanarkshire Community Justice Authority
LCJB	Local Criminal Justice Board
LSCMI	Level of Service Case Management Inventory
MAPPA	Multi-Agency Public Protection Arrangements
MARAC	Multi-Agency Risk Assessment Conferencing
NASSO	National Accommodation Strategy for Sex Offenders
NHS	National Health Service
NLC	North Lanarkshire Council
NOS	National Outcomes and Standards
RMA	Risk Management Authority
SACRO	Safer Communities: Reducing Offending
SAO	Supervised Attendance Order
SER	Social Enquiry Report
SCJS	Scottish Crime and Justice Survey
SCRA	Scottish Children's Reporter Administration
SHS	Scottish Household Survey
SLC	South Lanarkshire Council
SOA	Single Outcome Agreement
SPS	Scottish Prison Service
SWIA	Social Work Inspection Agency
TAS	Throughcare Addiction Service
VISOR	Violent and Sex Offenders Register

Summary of Common Terms

Action Plans – An individual plan outlining the offender's assessed needs, what support is needed and programmes and interventions needed to take place to address the offending behaviour.

Alcohol and Drug Partnership (ADP) – ADP is a multi-agency strategic planning group which co-ordinates actions around alcohol and drug related problems.

Apex Scotland – Work with offenders and young people at risk of offending to help them address employability needs.

Arrest Referral Scheme – A voluntary option which does not form a part of the formal criminal process, but which gives opportunity to offer drug misusers who have been arrested to get treatment for their drug problem, with a view to reducing their offending behaviour.

Breach – The failure to fulfil the requirements of either a court order or the conditions of a post release licence.

Children's Hearing – Where there are concerns of a child or young person because of either truancy, offending, child protection, family welfare problems or parent/adolescent conflicts the child would be referred to the children's hearing system. The Children's Panel (made up of three members of the public who have volunteered and been approved to sit on the panel) decide the best appropriate action for the child or young person.

Child Protection – Is the process for ensuring children are protected from all forms of harms and abuse, for example neglect, physical, emotional or sexual abuse.

Community Health Partnerships (CHP's) - are subdivisions of health boards in Scotland.

Community Service Order (CSO) - a community order which is a direct alternative to custody involving a set amount of hours doing unpaid work or reparation in the community, as determined by the Court.

Constructs PSSO – Constructs: Positive Steps To Stop Offending

Criminogenic Needs - Criminogenic needs are social issues such as homelessness, unemployment, substance misuse, financial problems, poor mental health, anti social attitudes, poor relationship/social isolation and limited education/work/social skills which have an impact on offending.

Diversion – A voluntary option which offers the individual the opportunity to engage and co-operate with care or treatment services, in return for which the Crown Office and Procurator Service will, in the public interest, either waive or defer prosecution for reported offences.

Drug Treatment and Testing Orders – Drug Treatment and Testing Orders are only suitable for a limited number of offenders with drug related problems. They are only used in cases where the person is highly motivated to deal with their behaviour and is living in reasonably stable circumstances that will enable them to comply with everything that's involved and where the offending behaviour is directly related to drug misuse.

High-Risk Offenders – This term is used when referring to violent offenders or sex offenders that pose a high risk to the public.

Integrated Case Management – Is a multi-agency approach that is focused on reducing re-offending by ensuring, where possible, risks are identified and a plan is in place to reduce risk in a sequenced and co-ordinated manner.

LEAF Group - Literacy Employability, Accommodation and Finance Group.

MAPPA – The introduction of Multi Agency Public Protection Arrangements (MAPPA) across Scotland in April 2007 introduced a consistent approach to the management of offenders across all local authority and police force areas providing a framework for assessing and managing certain offenders. The fundamental purpose of MAPPA is public safety and reduction of serious harm.

Level 1 MAPPA - One agency is primarily responsible for information being exchanged and liaison taking place with other agencies.

Level 2 MAPPA – This refers to high risk cases where the active involvement of more than one agency is required to manage risk.

Level 3 MAPPA – This refers to very high risk offenders who require an enhanced level of co-ordination of different agencies.

Objective – a statement that describes something we want to achieve

Offender Learning Strategy – This strategy places an emphasis on reducing re-offending through skills and employment.

Order – A legal requirement placed on an offender by the court or Parole Board.

Output – a measure of activity

Rehabilitation – The process of developing a law-abiding lifestyle.

Resettlement – The tasks required to improve offenders' chances of rehabilitation.

Risk Assessment – Is the process that assesses how likely it is for an offender to re-offend, the seriousness of any future crimes and the impact on public safety.

Risk Management – Is to manage the risk assessment process.

Restorative Justice – An approach that balances the concerns of the victim with the needs of the offender.

Social Enquiry Report – The court requests that Social Work provide background information on an offender in the form of a written report with a recommendation to the court.

Social inclusion – Action to change the circumstances that lead to, or have led to, social exclusion.

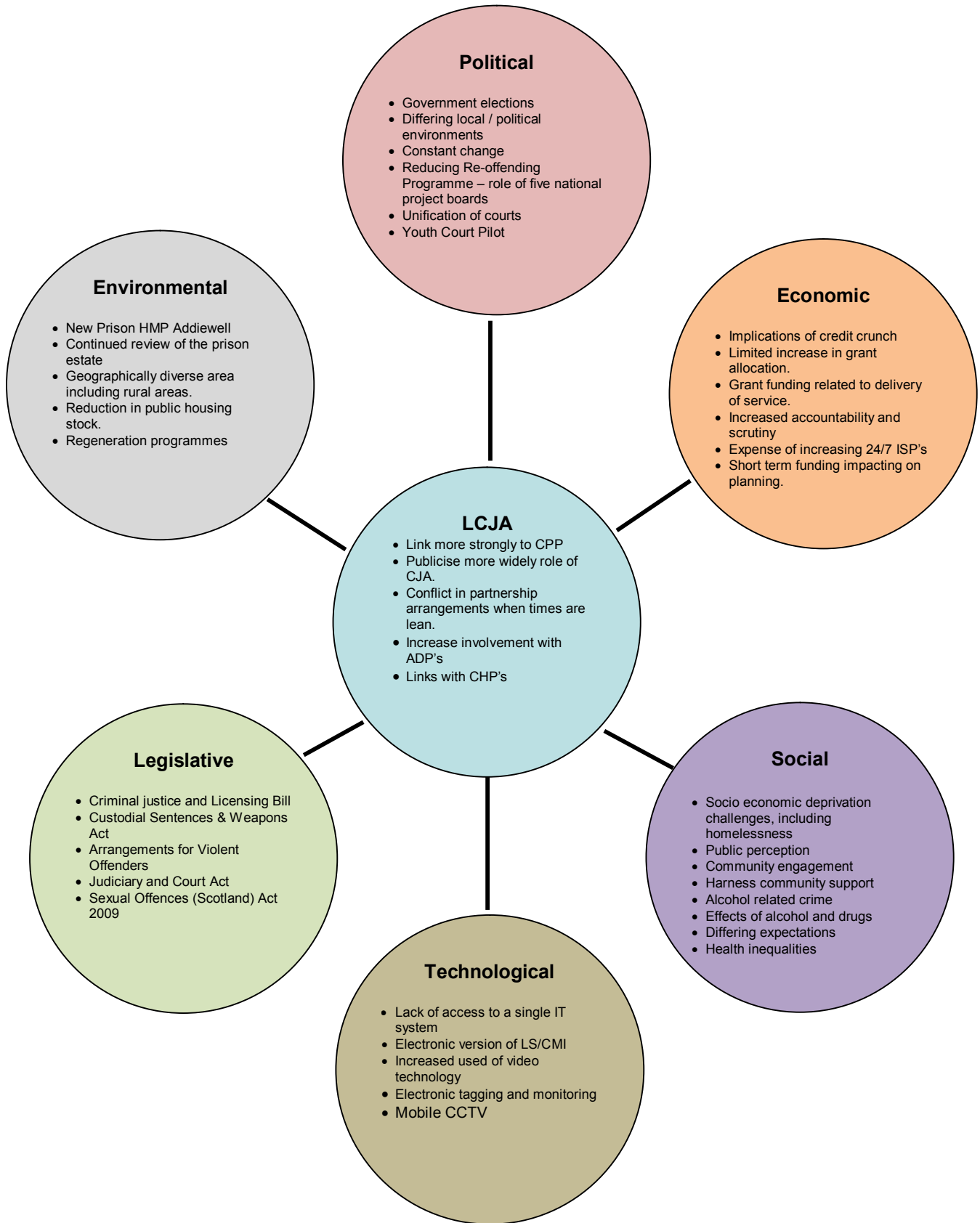
Social exclusion – Social exclusion is when an individual is prevented from participating in any of the key economic, social and political activities, in the society in which they live.

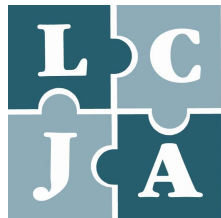
Supervision – Communication with an offender and others about the offender's conduct in relation to their order.

Throughcare – The transition process for the offender between the community – prison – community.

Youth Court – A pilot Youth Court in Hamilton set up by the Scottish Government to provide a quicker response to young people's offending behaviour by fast tracking persistent young offenders into and through the criminal justice system.

Appendix 2 PESTLE Analysis





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Community Justice
Authority

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