

## FOREWORD

Welcome to the third plan of the 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 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 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 plan, 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.

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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 offending and promote multi agency participation in working with offenders and victims.

### **1.3 The Lanarkshire Community Justice Authority**

The 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
- Representation from both Lanarkshire and Greater Glasgow and Clyde Health Board

- Scottish Court Services
- Victim Support Scotland
- Voluntary organisations including

The CJA has responsibility for the Criminal Justice Social Work 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 and 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 reassurance and well-being.

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.

|   |                        |
|---|------------------------|
| Reported incidents of anti social behaviour                   | 55,210                 |
| Levels of violent crime                                       | 819 (5 year average)   |
| Levels of domestic abuse                                      | 3,289 (5 year average) |
| Percentage of respondents who state they have a fear of crime | 34%                    |

Fire related anti-social behaviour 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.

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

Recorded crime levels have been declining, with a faster decline noted in crimes of violence and acts of vandalism however drug crime has been increasing (in terms of supplying drugs and numbers caught growing, manufacturing and producing drugs has been at record levels for the past two years).

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.

Fear of crime remains high 36% having a high or medium fear of crime. 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.

#### A safer South Lanarkshire

- 95% of adult residents feel very safe or fairly safe when at home alone
- 61% of adult residents feel very safe or fairly safe out alone at night.

### **1.4 Context – National Policy**

The Scottish Government has stated within its 'Scotland Performs' purpose, objectives and outlines 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 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.”

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.

### **1.5 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

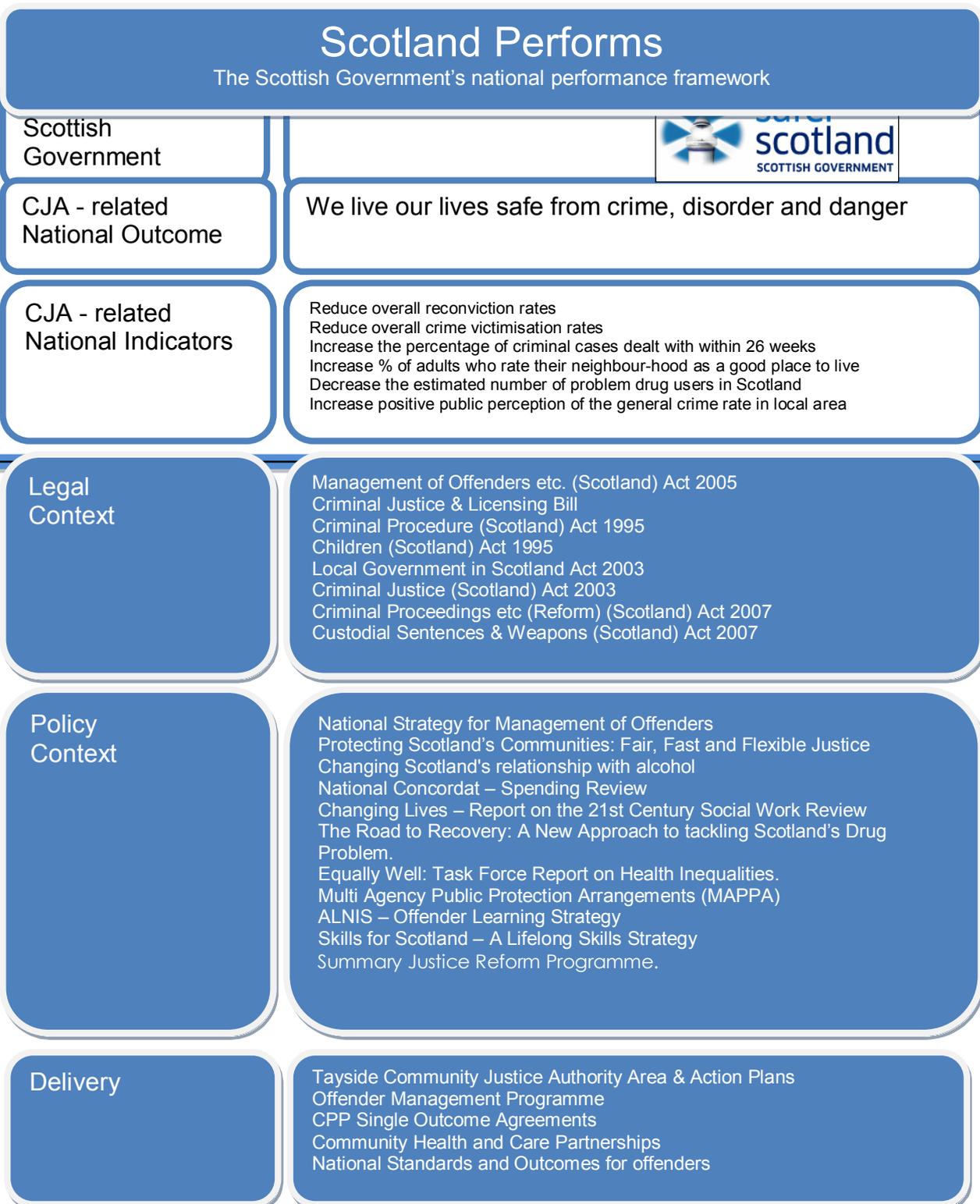
Offender Management Programme has the following programme goals:

- 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 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 Offender Management Programme throughout the period of this plan.

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

# The Community Justice Authority Strategic Landscape



## **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 reoffending.

##### **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 jointly trained with the potential to deliver across both settings.

Develop national arrangements for shadowing and secondment opportunities, for all levels of staff, 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. 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 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**

In line with the Offender Management Programme CJAs are committed to breaking the cycle of reoffending by ensuring proportionate and early interventions and effective integration into the community.

#### **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 and disengagement.

Engage with offenders and communities to develop effective services around integration, to increase community safety and reduce reoffending.

## **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 make the area plan as effective and accountable as possible we 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

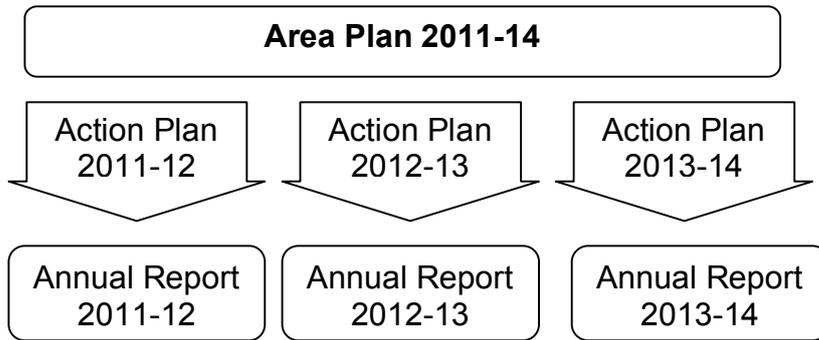
This event enabled us to focus on six strategic aims and objectives for the LCJA which were as follows: youth offending; domestic abuse; CJA strategic support to partners; community policing; community payback and communication.

These have all been reflected in the action plan for 2011-2014 in addition to work initiated in the previous plan covering the period 2008 - 2011.

This Area Plan, together with Community Planning Partnerships will evidence progress within Single Outcome Agreements relating 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 its effectiveness in working toward a reduction in re-offending.

### Progressing the Plan



### 3.2 Action Plan April 2011- March 2014

| National Outcome 9 - We live our lives safe from crime, disorder and danger |   |   |  |  |   |
|---|---|---|--|--|---|
| Workstream  | Objectives  | Actions   | Outcomes   | Timescale                                    | Lead responsibility   |
| 1. Assessments  | Monitor and support the quality of risk assessments.                                    | To review in partnership the resources available to deliver Social Enquiry Reports and Home Background Reports.   | Annual allocation of grant and review at liaison meeting.  | Apr 2011 and thereafter quarterly review     | All CJA staff<br>Local Authority Partners.<br>Financial Adviser |
|   |   | To seek views from the parole boards and courts regarding the usefulness of risk assessment reports.  | Report on performance offering comment and recommendations where appropriate.  | Apr 2011 and thereafter annually.            | All CJA staff<br>Local Authority Partners.                      |
| 2. Supervision and Monitoring   | Monitor and support the effectiveness of community supervision in reducing re-offending | To review in partnership (including the voluntary sector) the resources available to deliver probation, community service, bail services, Drug Treatment and Testing Orders and Throughcare.                                    | Annual allocation of grant and review at liaison meeting.  | Apr 2011 and thereafter six monthly review.  | All CJA staff<br>Local Authority Partners.<br>Financial Adviser |
|   |   | Obtain agreed returns from Criminal Justice Social Work regarding adherence to national standards   | Report on performance offering comment and recommendations where appropriate.  | April 2011 and thereafter six monthly review | All CJA staff<br>Local Authority Partners<br>Financial Adviser  |
|   | Facilitate the introduction, establishment and monitoring of Community Payback.         | To work in partnership to prepare for the introduction of Community Payback Orders and monitor their effectiveness in offering credible community disposals to the courts. This will include addressing the resources required. | Prison numbers reduce in particular short term sentences<br>Monitor the number of prisoners for the Lanarkshire area.<br><br>LA to prepare annual report to the Board showing how this is achieved | TBC  | All CJA staff<br>Local Authority Partners<br>Courts             |

|                              |   |   |  |  |   |
|------------------------------|---|---|--|--|---|
|                              | To ensure effective transition between prison and community   | Obtain agreed returns from the Scottish Prison Service regarding adherence to national standards  | Report on performance offering comment and recommendations where appropriate   | Apr 2011 and thereafter six monthly                                  | All CJA staff<br>Local Authority Partners.<br>SPS Liaison Officer |
| 3. MAPPA/High Risk Offenders | Continue to support and monitor the effectiveness of MAPPA arrangements in protecting the public including any extension of MAPPA arrangements. | Ensure that funds are prioritised to meet the operational of MAPPA, accommodation and other needs of those subject to intensive support packages  | Funds will be set aside to meet accommodation needs and assurances that best value for money is obtained.<br><br>CJA will liaise with the Scottish Government on behalf of both Local Authorities in relation to individual cases. | Funds set aside annually, every February and thereafter six monthly. | Chief Officer,<br>CJA<br>Financial Adviser                        |
|                              |   | LCJA MAPPA steering group minutes to be a standing item at LA liaison meetings and cases discussed on an individual basis when appropriate.<br><br>Annual report presented by MAPPA Co-ordinator to the CJA Board | Quarterly minutes are examined and any discussion with partners recorded and progressed accordingly.<br><br>Opportunity for comment and feedback by the Board and members of LCJA.   | Ongoing  | Chief Officer,<br>CJA<br>MAPPA Co-ordinator                       |
|                              |   | Receive quarterly reports on the volume of MAPPA 1, 2 and 3 cases.  | Monitor the volume of cases and outcomes to inform practice.   | Ongoing  | Chief Officer,<br>CJA<br>MAPPA Co-ordinator                       |
| 4. Youth Offending           | Continue to monitor and support the effectiveness of the Youth Court Pilot.   | To play a leading role in ensuring that actions required in the review and in the context of funding conditions are fully met.  | Continuation of Youth Court services based on the evidence of effectiveness.   | Ongoing  | LCJA & partners   |
|                              |   | Monitor the volume of cases within Polmont, Corntonvale and Addiewell.  | Provide information to evidence whether offending is reducing as a result of the Youth Court initiative.   | Apr 2011   | LCJA & partners   |

|                                   |   |  |   |            |   |
|-----------------------------------|---|--|---|------------|---|
|                                   |   | Investigate alternatives to secure accommodation   | Less young people receive a prison sentence.  | Ongoing    | Chief Officer,<br>CJA<br>Local Authority<br>Partners  |
|                                   |   | Explore the links between the children's hearing system and the adult justice system.              | Report on any recommendations to improve the service.   | Apr 2011   | Local Authority<br>Partners                           |
| 5. Women Offenders                | Ensure that women offenders can access a range of support services which reflects the complex nature of support required. | Develop new initiatives to support women offenders   | Pilot an accommodation based project  | Apr 2011   | Lanarkshire NHS<br>Local Authority<br>Partners<br>ADP |
|                                   |   | Improve the link between community based staff in Lanarkshire and services within HMP Corntonvale. | Female offenders have equal access to services<br>Reduce re-offending<br>Improve safety of local communities. | Apr 2011   | Lanarkshire NHS                                       |
|                                   |   | Enhance the pan Lanarkshire Arrest Referral Service  | Reduction in offending  | April 2011 | CJA and<br>Local Authority<br>Partners                |
| 6. Perpetrators of Domestic Abuse | Undertake an evaluation of current services.  | Monitor development of the police led 'MARAC 2010' in North Lanarkshire                            | Report on the volume of cases   | Ongoing    | Strathclyde<br>Police                                 |
|                                   |   | Monitor the progress of the Domestic Abuse Perpetrators Pilot (DAPP) in South Lanarkshire          | Evaluate pilot  | Ongoing    | LCJA  |
|                                   |   | Review the operation of the Change Programme   | Report on recommendations   | TBC        | Local Authority<br>Partners                           |

| National Outcome 11 - We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others |   |   |  |             |                            |
|--|---|---|--|-------------|----------------------------|
| Workstream   | Objectives  | Actions   | Outcomes   | Time scale  | Lead responsibility        |
| 7. Partnership working   | Engagement of key groups and partnerships   | Continue operation of the Literacy, Employability, Accommodation and Financial (LEAF) group   | A wide variety of agencies share information on new services and developments.                           | Six monthly | LCJA                       |
|  | Development of improved joint working   | Development of formal protocols with partners   | Evaluate effectiveness of protocols regularly<br>Provide examples of best practice                       | Ongoing     | LCJA and relevant partners |
|  | Increase community ownership  | Consultation on the area plan to a wide range of partners and service user involvement groups.<br><br>General awareness raising – local events; presentations to local groups; focus groups; newsletter; use of success stories and LCJA website. | Public perception of the effectiveness of policing and courts is increased and that of partner agencies. | Ongoing     | LCJA and key partners      |
|  | Establish views from offenders and their families on what works well and where there needs to be improvement in services. | Link to existing service user involvement forums  | Ascertain improvements in services.  | Jan 2012    | SPS                        |
| 8. Community Safety  | Continue to develop and monitor Community Policing model.   | Support links to other partners<br>Ensure focus is given to community policing model<br>Ensure clear Communication of aims<br>Provide an educational focus  | Annual progress reports<br>Surveys   | 2010-2014   | Strathclyde Police         |

|                             |  |   |  |          |   |
|-----------------------------|--|---|--|----------|---|
|                             | CJA to build on established links with both local authority Community Safety Partnerships  | Continued membership of existing Local Authority working groups.  | Improved information sharing on new initiatives and problem areas<br><br>Improved joint working  | Ongoing  | Chief Officer, LCJA<br>Local Authority Partners |
| 9. Neighbourhood Management | Work in partnership to support areas of Lanarkshire that fall within the worst 15% of the Scottish Index of Multiple Deprivation | Local community engagement Partnership approach in terms of policies and actions<br>Attracting investment   | Identification of issues<br>Environmental improvements<br>Tackle issues such as crime, drug misuse; vandalism; gangs; drinking in public       | Ongoing  | Local Authority Partners                        |
| 10. Voluntary sector        | Link across all voluntary sector agencies in the Lanarkshire area with a focus on agencies that support victims of crime         | Ensure representatives from Association of Local Voluntary Organisations (ALVO) and Council for Voluntary Service North Lanarkshire (CVSNL) are included in all partner events and consultations. | Raise awareness of the reducing re-offending strategy and safer communities.<br><br>Improve knowledge of services available across Lanarkshire | Apr 2011 | LCJA  |
| 11. Victims of crime        | To ensure that all work of the CJA and partners has a victim perspective.  | Develop the use of the domestic abuse 'toolkit'.  | To aid Sheriffs Principal and local criminal justice partners in developing a specialist approach to domestic abuse.                           | TBC      | TBC   |
|                             |  | Collate the number of incidents of hate crime.  | Engage with key partners to highlight key issues and work in partnership to find solutions.  | Jan 2012 | LCJA  |
|                             | Link to violence against women agenda  | Explore link between prostitution and drug addiction  | Report on areas of concern and work in partnership to reduce harm to individuals and communities.  |          | Strathclyde Police ADP                          |

| National Outcome 15 - Our public services are high quality, continually improving, efficient and responsive to local people's needs |  |   |  |                   |                        |
|---|--|---|--|-------------------|------------------------|
| Workstream  | Objectives   | Actions   | Outcomes   | Tim<br>esc<br>ale | Lead<br>responsibility |
| 12. Performance   | Develop a local performance framework to monitor services provided.  | Set up a short life working group to agree in partnership outcomes to be measured.<br><br>Ensure outcomes are manageable and meaningful.      | Ensure comparisons can be made across Lanarkshire in terms of services available; cost of services; quality of reports and effectiveness of interventions. | Apr 2011          | LCJA                   |
|   | Support partners during inspections ranging from: the Care commission; Social Work Inspection Agency and HM Inspectorate of Prisons. | Support with inspection findings and any recommendations where appropriate.<br><br>LCJA monitor routine progress reports from each authority. | Statutory partners are continually improving.  | Ongoing           | LCJA                   |
| 13. Resources   | Regularly review resources for all core and non core funding   | Ensure that budgets are set appropriately.  | Ensure best value for money  | Apr 2011          | LCJA                   |
|   | Make representations to government in terms of resources   | Identify funding gaps   | Money is targeted most appropriately   | Ongoing           | LCJA                   |
| 14. Communication   | Facilitate information sharing   | Collate and disseminate examples of good practice between partners  | Improved quality of services   | Apr 2011          | LCJA                   |
|   | Explore existing partnerships and services   | Use established CJA groups to ensure awareness of local services and improve joint working.   | Improved quality of services   | Oct 2011          | LCJA and key partners  |



## **Section 4 STRATEGIC CHALLENGES AND SOLUTIONS**

Over the course of the last area plan there have been a number of issues which inevitably have proved challenging, namely: resource allocation; performance management and ensuring that all partners (whether or not they are statutory partners) are fully linked up to the area plan and the benefits of working in partnership.

### **4.1 Resource Allocation**

The CJA supports the national priority of replacing, where possible short term prison sentences with credible community sentences. However, 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 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 the community planning process is key to raising awareness of the reducing re-offending agenda at a level at where change can be endorsed; would raise the profile of work undertaken by partners; help to ensure continuity of services throughout both Local Authority areas 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 accredited tool for risk and needs assessment of offenders Level of Service/Case Management Inventory (LSCMI)
- confusion over 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 are collated by Glasgow CJA.
- accurate health data for community based offenders is not available which makes it difficult to assess whether services meet the needs of offenders.
- 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.

## **4.1 RESOURCES**

### **Running Costs**

LCJA receives an administration budget of approximately £212,917.00 for the financial year 2010-11 annually which covers running costs. This includes staff costs, Members remuneration, stationery, telephones etc. LCJA employs three staff, all of whom are full time.

### **Section 27 Funding**

LCJA receives almost £12,002,936.00 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, SAO, 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 7 APPENDICES - To follow**