

north strathclyde community justice authority area plan 2007/08

North Strathclyde Community Justice Authority – Area Plan 2007/08



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1 Introduction

This is the North Strathclyde Community Justice Authority Area Plan 2007-08. It sets out how North Strathclyde will improve offender management and reduce re-offending within the Authority.

The purpose of the Area Plan is to provide a context, framework and vision for the development and delivery of criminal justice services within the North Strathclyde CJA, under the terms of the Management of Offenders etc (Scotland) Act 2005 and the National Strategy for the Management of Offender 2006. It is noted that this is a one-year plan, which begins to identify the challenges and early tasks for the North Strathclyde Community Justice Authority (CJA). It will be built on further in the 3 year planning cycle.

The principle aims of the plan are to:

- Contribute to the reduction of re-offending within the CJA area, thereby safeguarding and maintaining community safety and public protection by:
 - Assessing and managing offenders consistently and effectively
 - Providing a range of effective interventions and disposals for offenders

- Promoting the social inclusion of offenders through rehabilitation and effective integration into the community.
- Facilitate joint working and sharing of information between all partner agencies involved in the criminal justice system
- Provide a platform for supporting and developing the workforce of all criminal justice agencies.

Key objectives for the first year of the CJA are to:

- Promote the consistent and effective assessment and management of high-risk offenders
- Develop a more consistent approach and systematic co-operation between partners
- Breakdown barriers and develop understanding of the challenges faced by partners
- Tackle the lack of public understanding of how the criminal justice system works

- Establish performance framework and quality assurance systems that reflect the outcomes of the National Strategy.

This plan represents the work of a multi-agency planning group, detailed in Appendix 1, which met on a number of occasions during summer 2006. Members of this group also facilitated a workshop for a wide range of partner agencies held on the 25 August 2006. A further event was held for front line criminal justice social work staff on 8 September 2006. The purpose of the events was to ensure the contribution of a wide range of statutory and non-statutory partners and to seek agreement on the priorities of this plan. The involvement of this wide range of stakeholders has been complex and demanding given the number of partners and the differing boundaries of the agencies involved. It has however provided a forum to establish relationships, share information and identify opportunities for joint working and training.

The Community Justice Authority meets formally four times per year as the North Strathclyde CJA Committee. The CJA will be supported by an Implementation and Advisory Group, comprising of senior managers from the partner agencies, which will oversee the delivery of the action points identified within this Area Plan.

The following plan details the priorities and actions that have been agreed by the North Strathclyde CJA. These have been set out below under the 5 inter-linking themes of the National Strategy. The plan broadly follows the guidance issued by the Scottish Executive. The plan will cover:

- Profile of North Strathclyde Community Justice Authority
- North Strathclyde: reducing re-offending and improving the management of offenders
- Setting Priorities
- Working together in new ways

- Supporting the workforce
- Performance management
- Communications

It should be recognised that work, not detailed within this plan, will continue between partner agencies and that this will contribute to the overall aims and objectives of the plan. Partners are asked to reflect the actions identified within the Area Plan into their own organisations planning processes.

2 Portrait of North Strathclyde Community Justice Authority

The North Strathclyde CJA encompasses the wide geographic area covered by the local authorities of Argyll and Bute, East Dunbartonshire, East Renfrewshire, Inverclyde, Renfrewshire and West Dunbartonshire. It has a population of 639,308 inhabitants, 13% of the national population.

The CJA is an extremely diverse area including small, dispersed rural communities and large urban centres. In rural Argyll & Bute the economy is based largely on low-waged farming, fishing and tourism. In the urban centres communities have experienced the demise of traditional industries. The average unemployment rate for the area of 5.1%, slightly above the national average, masks the significant differences across the CJA. There are areas of affluence and low unemployment and areas of poverty, social deprivation and high unemployment. The diversity of the area will present real challenges to partners in providing a consistent service across the area.

Considering the data related to offending patterns, in 2004-05, 11% of all recorded crime arose from this CJA area. The recording of crimes of vandalism was high across the area. In 2005-06 crimes and offences made known to the Police saw a high level of reporting for crimes of Dishonesty and crimes of Fire-raising, Malicious Damage and Reckless Conduct. Offences related to motor

crimes were also significant.

Statistics on case proceedings over the last 5 years in the Crown Office and Procurator Fiscal area of Argyll and Clyde (2001-02 to 05-06) highlight:

- A year on year increase on criminal reports
- A significant increase (32.8%) in non-court disposals such as Warnings, fiscal fines
- The number of cases with no further proceedings taken has increased by 31.8%
- A decline in Sheriff Summary Disposals
- An increase in Sheriff and Jury disposals
- A reduction in High Court Disposals

Looking at the sentencing patterns in the Sheriff Summary Courts in the CJA in 2003 it is evident that the custody rates for all but the courts in Argyll and Bute exceed the national average. There is variation in the sentencing trends for community based disposals.

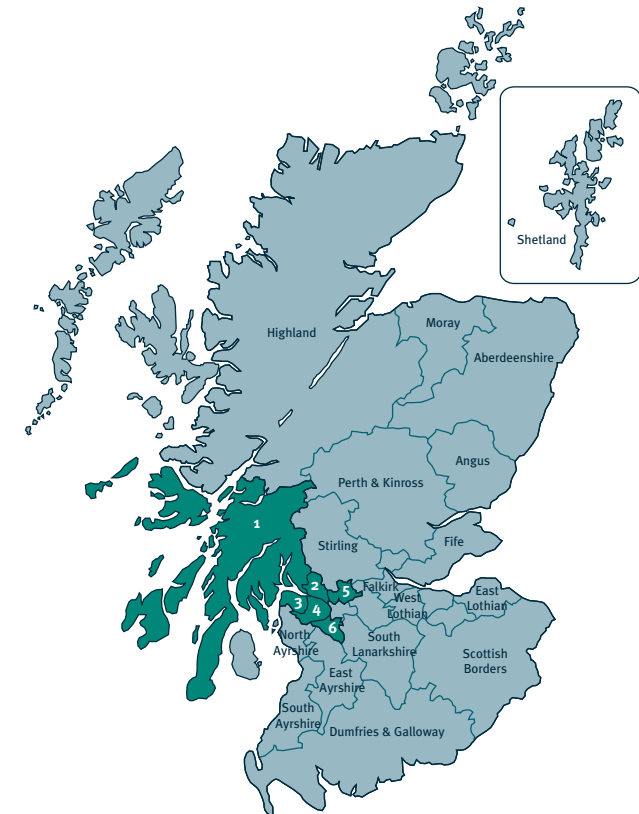
At 31.03.06 10% of the prison population, 688 males and 28 females, originated from the North Strathclyde area. More than half those sentenced were serving 4 years or more. Approximately a third of these prisoners were held in establishments within the CJA area, at HMP Gateside and HMP Lowmoss. Prisoners are however held across all the establishments within the estate, posing real challenges for criminal justice social work and partner agencies in providing throughcare services. In the 12 month period April 04 to March 05 there were 2084 liberations to the area.

The North Strathclyde CJA has brought together two criminal justice social work groupings. Both areas have been subject to Performance Inspection by the Social Work Inspection Agency. These reports were positive in their findings and each partnership has since been working on the areas for improvement identified.

Over the last three years the trends for criminal justice social work have mainly been on the increase which is consistent with the rest of Scotland.

- Social Enquiry Reports submitted has increase by 6% to 4415 in 05-06
- Probation Orders imposed has increased by 9.8% to 800 in 2005-06
- Community Service Orders imposed has increased by 13.8% to 738 in 2005-06
- Supervised Attendance Orders imposed have declined by 9.5% to 397 in 2005-06
- Throughcare has increased by 124% to 347 in 2005-06 reflecting the recent policy developments in this field

The most recent data from Victim Support Scotland indicates that 21,200 people received support from the Victim Service and Witness Service across the CJA area in the previous year.



- | | |
|-----------------------|-----------------------|
| 1 Argyll and Bute | 4 East Renfrewshire |
| 2 West Dunbartonshire | 5 East Dunbartonshire |
| 3 Inverclyde | 6 Renfrewshire |

3 North Strathclyde: reducing reoffending and improving the management of offenders

The National Strategy for the Management of Offenders sets a target of a 2% reduction in reconviction rates in all types of offences by March 2008 as a means of measuring a reduction in reoffending. The driving force for this is improved outcomes for communities, offenders and their families and victims. Partners are committed to working together to achieve the target and improve the management of offenders.

To achieve these aims we will:

- Create greater integration between criminal justice agencies to ensure consistent, effective and efficient working with offenders in custody and in the community
- Undertake assessments and provide interventions for offenders, based on factors identified by research as effective in tackling offending behaviour and recognises the impact on victims, families and communities
- Improve access to services that address offenders' needs such as housing and employment, which contribute to the reduction of re-offending
- Engage with the various community planning partners to consider how outcomes for communities can best be achieved.

The most recently available data on reconviction rates for persons released from custody or given a non custodial sentence dates from 1999. Variations are evident across the local authority areas of the CJA. It is recognised that this data is very crude and fails to identify significant factors such as the seriousness or persistence of any re-offending or the nature of the intervention (if any) following sentence. Work will need to be undertaken at a national level to improve the quality of the data currently available.

4 Setting priorities

Priority:

Serious, violent and sexual offenders.

Objective:

Assess and manage high-risk offenders consistently and effectively.

Provide effective interventions.

Partners in the North Strathclyde CJA have identified serious, violent and sexual offenders as a key priority in addressing community safety. It is recognised that this group of offenders pose the most serious risk of harm and cause real concern in our communities. It has been agreed that partners would wish to take a consistent approach to assessment and intervention using recognised tools to facilitate the integrated management of this group of offenders.

The Multi Agency Public Protection Arrangements (MAPPA) will necessarily be underpinned by joint working arrangements between key partner agencies. This local priority reflects national policy and practice developments.

Partners recognise that practice in relation to sex offenders is highly developed and there are nationally agreed accredited tools for assessment and intervention for this group.

This is not the case for violent offenders and this is something that remains a challenge. The Scottish Prison Service (SPS) are currently working towards accreditation for their violence prevention programme and are also developing a replacement for the current anger management programme. It is hoped that these programmes will also be suitable for delivery in the community in the future. Domestic violence is also a serious concern. It is understood that an accredited programme may be available in Spring 2007. It will be important to ensure that the needs of victims are adequately addressed by partner agencies within this work.

Specific actions will include:

Serious, Violent and Sexual Offenders			
Action Required	Agencies Responsible	What we will do by March 2008?	Link to National Outcomes
1 Implementation of Multi-Agency Public Protection Arrangements (MAPPAs) by the responsible authorities.	CJSW, Police, Housing, Health, SPS	1 MAPPA co-ordinator in post 2 Responsible authorities will provide assurance that the local protocols in place support the implementation of national policy	C1, C2, O9, S1, S2, S3, S6
2 Prepare and publish an annual report on the operation of MAPPAs by the responsible authorities	Police, local authorities, SPS, health	1 Annual report submitted by the CJA to the Scottish Ministers	C1, C2, O9, S1, S2, S3, S6
3 Identification of the resource requirements to extend the Community Sexual Offending Groupwork Programme (CSOGP) across the CJA area	CJSW	1 Implementation plan for the roll out of CSOGP devised for the CJA area	C1, S4
4 Implementation of the reviewed prosecution policy on knife crime	COPFS, SCS, Police & CJSW	1 Implement the new guidance for repeat offenders 2 Assess requirements for supervision to support bail conditions	C1, C2, S1, S5, S6
5 Bid for training and resources to implement accredited Domestic Violence programme by CJSW across CJA (if available within this timescale)	CJSW & appropriate partner agencies	1 Create implement plan for the delivery of accredited programme to tackle domestic violence	C1, C6, S4

4 Setting priorities

Priority:

Persistent Offenders.

Objective:

Consistent use of recognised tools to assess persistent offenders.

Provide range of effective interventions.

Partners have identified persistent offenders as a key priority for this plan. It is recognised that this group of offenders can be responsible for significant levels of offending in any one area and can have a significant impact on communities and victims. Links with community planning partners will be important in addressing persistent offending.

Persistent offenders often include individuals with a range of difficulties including substance misuse and mental health problems. In addition factors underpinning persistence and associated with higher risks of re-offending include difficulties in relation to employment, education, accommodation, relationships and peer group. As such partners recognise that a joined up approach could have a real impact on addressing re-offending. It is recognised that accredited programmes and approaches to persistent offenders will consider the wider needs of the individual client and require links with non statutory partners. The particular needs of young offenders and female offenders are recognised by partners. Efforts will continue

to meet their needs in the most effective way possible based on the up to date research available. SPS are currently working towards the accreditation of a programme for female offenders with a view to it being suitable for delivery in either a custodial or community setting.

While consistency in assessment and intervention will be sought, it is recognised that local needs and solutions may also be required. It is noted that within the community it is not always possible to deliver groupwork programmes, particularly in more rural areas, and as such 1 to 1 programmes are required. Currently these are not available to accreditation standard.

Specific actions will include:

Persistent Offenders			
Action Required	Agencies Responsible	What we will do by March 2008	Link to National Outcomes
1 Roll out accredited general offending behaviour groupwork programme: Constructs PSSO	CJSW, NCH	1 All offenders subject to community based supervision and assessed as suitable will be referred to Constructs PSSO groupwork programme where it is available	C2, O9, S3, S2, S4
2 Consistent delivery of Drug Treatment & Testing Orders (DTTO) to courts across the CJA	CJSW, Health, partners agencies	1 Ensure appropriate health care component of DTTO available to all clients	C1, S2, S5,
3 Agreement of the Persistent Offender Protocol and roll out agreed across CJA	COPFS, Police, CJSW	1 Persistent offenders identified 2 Monitor impact of protocol on persistent offenders and other agencies	C1, C6, S6,

4 Setting priorities

Priority:

Identify local offender profile, trends and needs.

Objective:

Enable appropriate targeting of resources based on identified need.

The partners of the CJA recognise that high standards of practice in relation to assessment, using verified tools where these exist, and interventions, based on the most up to date effectiveness research are key components to reducing re-offending.

It is also acknowledged that we require to effectively target resources where they will have most impact. Robust data collection and analysis will underpin this. Work needs to be undertaken to identify the data available from the partner agencies and for this to be brought together to identify offender profiles, trends and the needs arising from these in any particular community. The variations in the availability of data remains a challenge to completing this task.



Specific actions will include:

Identify local offender profile, trends and needs			
Action Required	Agencies Responsible	What we will do by March 2008	Link to National Outcomes
1 Establish range of information available within each of the partner agencies and identify how this could contribute to a holistic analysis of the local offender population	CJA, CJSW, SPS, Police and partners	1 CJSW will establish use of LSI-R (Level of Service Inventory – Revised) risk assessment tool to profile offender population in each area. 2 Identify and address gaps in information 3 Complete analysis of local offender profile 4 Identify how service gaps can be met	01, 02, 03, 04, 06, 07, 08 S2, S5
2 Undertake an audit of accommodation and existing practice at local level	CJA, CJSW, Housing Services, Turning Point Scotland, SPS	1 Develop an integrated approach to addressing offenders housing needs which supports the developing national strategies & policy such as the National Strategy for Sex Offenders	02, 08, S2, S5

5 Working together in new ways

Priority:

Develop a more consistent approach and systematic co-operation between partners.

Objective:

Develop greater understanding of the roles of partners in the criminal justice system.

Promote social inclusion of offenders.

Working with other organisations, that contribute to the management of offenders, is an increasing and intrinsic feature of all partner agencies within the CJA highlighted by the fact that this is a recurring theme throughout this plan. Co-operation is particularly evident in relation to work with high-risk offenders where strong relationships and working practices have been established between criminal justice social work, Police, Housing and the Scottish Prison Service. This is also reflected in the recently established Throughcare Addiction Service which requires criminal justice social work, SPS, health and voluntary sector addiction services to work together. Similarly the implementation of Integrated Case Management (ICM) and associated working arrangements present an opportunity for new thinking and innovation in relation to working together. Recent legislative changes have increased the range of individuals now subject to assessment and supervision from custody to the community. The proposed changes within the Release and Post Custody Management of Offenders

will have significant implications for SPS and criminal justice social work resources. The requirements of these developments make it more pressing that SPS considers housing prisoners closer to their communities and families.

Partners within the North Strathclyde CJA are committed to closer working relationships with the aim of reducing the duplication of tasks and providing opportunities for the most appropriate use of the skills mix within the criminal justice system. Examples of good joint working exists across the CJA. The National Strategy for the Management of Offenders now provides a shared vision for partner agencies. Good practice will be built on at a local level and underpin the approach of partner agencies. The recent national audit of joint working between criminal justice social work and partners identifies that joint working is already well established within the CJA. During 2007-08 partners will be asked to develop Service Level Agreements that are consistent with the outcomes of the



National Strategy. Duplication of contracts will be avoided where possible. The CJA will continue to promote the development of the contribution of partners to ensure that offenders have better access to the resources they require to support their rehabilitation.

Information sharing is crucial for good offender management. Opportunities for developments such as access to SCRO (the Scottish Criminal Records Office), VISOR (Violent and Sex Offender Register managed by the Police) and PR2 (Prisoner Records 2, Scottish Prison Service information system) are welcome but need to be managed in a way that assists in the sharing of appropriate information that can be accurately interpreted by those receiving it. There is a challenge in the increasingly complex world of electronic information and the compatibility of the various systems that each agency uses.

New opportunities arise from joined up working. A number of partnership forums already exist within the North Strathclyde CJA and links between these and the CJA need to be established. The Chief Officers group will facilitate the sharing of information, best practice and working together in new ways across Community Justice Authorities.

Section 6 of this plan highlights the practical opportunities that have been identified in relation to joint training which will support and facilitate working together in new ways.

5 Working together in new ways

Specific actions will include:

Working Together in New Ways			
Action Required	Agencies Responsible	What we will do by March 2008	Link to National Outcomes
1 Support the development of Integrated Case Management (ICM)	SPS, CJSW, partners (including housing, employment, addiction services)	<ol style="list-style-type: none"> 1 Monitor impact of ICM 2 Partners will identify where joint working can best add value and reduce duplication 	S2, S4, C1, S1, S3
2 Establish consultation framework for 3 year strategic planning process	CJA & partners	<ol style="list-style-type: none"> 1 Framework for ongoing consultation implemented 	S2, S5, S1
3 Establish Employment Strategy for CJSW across CJA area	CJSW, Jobcentre Plus, Apex, SPS	<ol style="list-style-type: none"> 1 Employment Strategy identified and implemented 2 Review developments in other areas of Scotland 	O4, O5, O7, S2
4 Review contracts with voluntary agencies across the CJA, ensuring single contracts where possible.	CJSW, SPS, Apex Scotland, Turning Point Scotland, Alternatives, Hope, RCS Trust, NCH, Glasgow Addiction Services	<ol style="list-style-type: none"> 1 Partners will develop Service Level Agreements with outcomes that are consistent with the National Strategy for the Management of Offenders 	S2, S5
5 Establish links with existing partnership forums to facilitate engagement with community partners/ planning forums	CJA	<ol style="list-style-type: none"> 1 Identify the contribution that can be made by partnership forums to develop social inclusion for offenders 	S2, S5

6 Developing and supporting the workforce

Priority:

Breaking down barriers and developing understanding of challenges faced by partners.

Objective:

Shared vision across agencies that will support the delivery of a coherent offender management system.

The variety of skills available across the workforce are used to maximum benefit.

The National Strategy for the Management of Offenders recognises that supporting staff as a valuable resource and helping them make the best use of their skills and experience is critical to the success of the planned reforms. Within agencies and between partners opportunities will be sought to maximise the use of individual skills. A mechanism for sharing experience and learning will be required to maximise the benefits across the partner agencies. Opportunities for work shadowing, secondment and mentoring will be progressed. The introduction of new policies and ways of working such as MAPPAs, Constructs PSSOs and risk assessment provide a common purpose for partners to train and work together.

Clarity is required on the nature of the information to be gathered from local authorities, the SPS and the voluntary sector on staffing levels and recruitment plans for the National Advisory Board (NAB) before specific plans to collate information can be made.



Specific actions will include:

Developing and Supporting the Workforce			
Action Required	Agencies Responsible	What we will do by March 2008	Link to National Outcomes
1 Opportunities for joint training between partners to be identified	CJA, SPS, CJSW, Police, Victim Support Scotland	<ol style="list-style-type: none"> 1 Visits undertaken by CJA members to prisons 2 Joint training on issues prioritised within this plan 3 Mentoring and shadowing for staff across agencies developed. 4 Briefings provided on the Management of Offenders (Scotland) Act 2005 and the roles of partner agencies 5 Awareness raising of victims issues for all partner agencies undertaken 	C1, S1, S5

7 Communication Strategy

Priority:

Tackle the lack of public understanding of how the criminal justice system works.

Objective:

Increase public confidence in the criminal justice system.

Good communication is vital if communities, offenders and victims are to have improved confidence and understanding of the management of offenders. In recent years the criminal justice system has come under intense media interest and there is a significant challenge in establishing a balanced reporting on the issues of offenders and crime in general. The North Strathclyde CJA has established a draft communication protocol that will assist in addressing the response to media coverage of any high profile offenders in the area. Partners are currently considering the protocol. The CJA will also develop a communication strategy that supports an active approach to taking opportunities to provide clear and straightforward information. It will be important that appropriate information is available to staff in partner organisations as well as communities, offenders, their families and victims of crime.

Collaboration with other partnerships and forums that are engaging and consulting with communities will be vital to ensure this is done effectively and without duplication.

Specific actions will include:

Communication			
Action Required	Agencies Responsible	What we will do by March 2008	Link to National Outcomes
1 Develop CJA website that provides information about the CJA and the criminal justice system to the public	CJA	1 Monitor activity on CJA website	C2, C3, C4
2 Develop a communication strategy that provides clear and straightforward messages about local developments in offender management	CJA & partner agencies	1 Provide information for partner agencies on the role of the CJA and its agreed priorities for dissemination to staff 2 Monitor the methods & opportunities taken to communicate with communities, offenders and victims.	C2, C3, C4, C7
3 Explore how partner agencies can consult with offenders and their families in the development of services	Partner agencies	1 Consultation processes established by partner agencies	O1 – O9

8 Performance Framework

Priority:

Establish an effective performance management and quality assurance system

Objective:

Services managed and developed on the basis of the performance framework

The National Strategy for the Management for Offenders sets the target of a 2% reduction in the reconviction rate of all offence types by March 2008. A common understanding of re-offending and reconviction rates needs to be developed and a robust framework for quality assurance, performance management and outcome measures devised at a national level. It will be a challenge to develop current statutory reporting which often relates to levels of activity or outputs. The work currently being undertaken nationally to scope the measurement of outcomes of the National Strategy will inform this agenda. The 21st Century Social Work Review will influence the current criminal justice social work performance management and evaluation processes. The role of the CJA in monitoring performance needs to be established. A framework, which takes account of existing reporting requirements, will be devised by March 2007. Accredited programmes include a monitoring and evaluation aspect, which over time, will inform on the effectiveness of interventions,

however local partners will need to develop the ability to track the impact of the interventions that are delivered to individual clients. In the future this will inform the effective targeting of resources including financial resources. The performance framework will be used to ensure standards of practice are being met and identify good practice. A mechanism to share learning within the CJA will be identified.

Specific actions will include:

Performance framework			
Action Required	Agencies Responsible	What we will do by March 2008	Link to National Outcomes
1 Liaise with national group working on performance framework	CJA	1 Ensure local performance framework meets with the national framework and outcomes of the National Strategy.	S7
2 Partner agencies develop effective performance management and quality assurance systems which manage and develop services	CJSW, SPS, partners	1 Provide robust data which meets the requirements of the agreed performance framework 2 Identify examples of good practice and areas for improvement	S7
3 Undertake detailed analysis of key performance data from partner agencies	CJA, partners	1 Report analysis of performance	S7

9 Conclusion

This one-year plan sets out the direction of travel for North Strathclyde Community Justice Authority. There are many challenges to achieving the aims and objectives set at this time. However the tasks identified will create the foundation for the first 3 year planning cycle. It is important to recognise that a long term approach is required to tackle the broad issues faced by the criminal justice system.

The first operational year of the CJA will see work done that builds on existing partnerships but it will also create opportunities for making new connections. Embedding joint working practices will improve the consistent assessment and management of offenders and support the social inclusion of offenders. Collaborative working will also offer opportunities that make the best use of the available resources and avoid duplication, including more effective planning arrangements.

The collation of comparative data, which allows analysis of the local offender profile of the area, will inform practice and resource allocation in the future.

The initial work that will be undertaken in this first year to develop a more robust performance framework and quality assurance system that focuses on the outcomes of the National Strategy will underpin the drive for service improvement for offenders, their families, victims and the community.

Within criminal justice services the greatest resource is the staff that deliver the service. It will be important to ensure that they are appropriately supported and skilled in the new approach to offender management.

Improving public confidence and trust in the criminal justice system is a key objective of the National Strategy. It will be a significant challenge for the Community Justice Authorities and partners to promote a more balanced approach from the media.

Appendix 1 – Planning Group Members

Job Title	Agency
CJ Service Manager	East Renfrewshire Council
Assistant Director	NCH
Acting ADD	Scottish Court Service
CJ Joint - Co-ordinator	Renfrewshire Council
Business & Administration Manager	NHS Highland
Operations Manager	Victim Support Scotland
CJ Manager	Argyll & Bute Council
Partnership Manager	Argyll & Bute & Dunbartonshire
CJ Manager	East Dunbartonshire Council
Area Business Manager	Crown Office & Procurator Fiscal Service (Argyll & Clyde)
	Inverclyde Council
Service Manager	North Strathclyde CJA
Interim Support Officer	North Strathclyde CJA
Chief Officer	East Renfrewshire Council
CJ Team Leader	Turning Point Scotland
Operations Manager	Scottish Prison Service
CJA Liaison Manager	NHS Greater Glasgow and Clyde
Director – Renfrewshire CHP	NHS Highland
Director Planning and Performance	Apex Scotland
Service Manager	Strathclyde Police
Sergeant	Strathclyde Police
A/Superintendent	Scottish Prison Service
Head of Integrated Offender Mgmt	Renfrewshire Council
Principal Officer, Criminal Justice	Strathclyde Police
Assistant Chief Constable	Scottish Prison Service
Head of Intervention and Mgmt	Crown Office and Procurator Fiscal Service (Glasgow)
Area Business Manager	

Appendix 2 – National Strategy for the Management of Offenders

Outcomes for Communities	Outcomes for Offenders	Outcomes in the System
<p>C1 Increased community safety and public protection through a consistent approach to managing offenders on community and custodial sentences.</p> <p>C2 Increased public confidence in the effectiveness of work with offenders.</p> <p>C3 Improved understanding of community disposals.</p> <p>C4 Improved understanding of the role of prisons.</p> <p>C5 Improved satisfaction for victims, sentencers and beneficiaries of work by offenders.</p> <p>C6 Appropriate care of victims, including appropriate and timely information.</p> <p>C7 Timely information and, where appropriate, involvement for the families of offenders.</p>	<p>O1 Sustained or improved physical and mental well-being.</p> <p>O2 The ability to access and sustain suitable accommodation.</p> <p>O3 Reduced or stabilised substance misuse.</p> <p>O4 Improved literacy skills.</p> <p>O5 Employability prospects increased.</p> <p>O6 Maintained/improved relationships with families, peers and community.</p> <p>O7 The ability to access and sustain community support, including financial advice/education.</p> <p>O8 The ability to live independently if they choose.</p> <p>O9 Improvements in the attitudes or behaviour which lead to offending and greater acceptance of responsibility in managing their own behaviour and understanding the impact of their offending on victims and on their own families.</p>	<p>S1 Effective CJA's in place, promoting a consistent approach to offender management, systematic co-operation between offender management agencies, supported by a system of integrated case management, with input from custodial and community services.</p> <p>S2 Wider partnership of rehabilitative services in place, including addictions, housing, health, education, training and employment.</p> <p>S3 Standard approach to the methodology and use of tools for risk assessment and management embedded into practice. Any risk of serious offending identified and a management plan effectively communicated to all relevant agencies.</p> <p>S4 A range of high quality, evidence based interventions, matched to the level of assessed risk and need, supported by better tracking of the impact of interventions on individuals, from which we build up a clearer understanding of what works.</p> <p>S5 A workforce with the appropriate skills mix, targeted appropriately.</p> <p>S6 Processes and systems which facilitate the sharing of information.</p> <p>S7 A robust framework for quality assurance, performance management and outcome measures for area plans.</p>



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