



AREA PLAN 2014 - 17

ACTION PLAN 2015 -16

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INTRODUCTION AND CONTEXT

The Management of Offenders etc. (Scotland) Act 2005 provides the legislative framework for Community Justice Authorities in Scotland. Against this background the Northern Community Justice Authority is committed to ensuring the protection of our communities, reducing re-offending through effective offender management and through providing strategic direction.

The Area Plan 2014—2017 for the Northern Community Justice Authority (NCJA) contains strategic objectives which set out our strategic direction for this final period of our operation. These strategic objectives will be delivered through our annual action plans with contributions from all partners involved in the planning process.

Aims and Objectives

The primary purpose of Community Justice Authorities is to bring together a broad range of agencies and services 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 alone can manage a reduction in re-offending.

The Area Plan aims to set out how the Northern CJA will achieve its purpose over the next three years, learning from experience and building on progress already made, with key focuses on early intervention and prevention, and on developing holistic interventions which address a range of problems and are more likely to be effective in reducing reoffending.

Underpinning our approach is a firm commitment to an outcome focussed approach to the planning and delivery of community justice services across the Community Justice Authority area. The outcomes approach requires both the Community Justice Authority and its partners to think and act differently. This will present complex challenges, especially in a period of low economic growth, but prove worthwhile as together we tackle crime and its effects on individuals and communities.

In our Area Plan for 2014 – 2017 we set out the overall aim/objective for the Northern CJA and partners; to reduce reoffending in the Northern CJA area.

To support this aim, our key objectives include:

- Ensuring victims' issues remain central to plans to reduce reoffending;
- Maintaining the focus on Early Intervention and Prevention, and the Whole System Approach, to support members of our communities who offend or who are at risk of offending, and to further reduce the number of young people entering the criminal justice system, and custody in particular;
- Ensuring the provision of person-centred, evidence-lead, gender-specific support/services/interventions for Female Offenders, taking cognisance of the 2012 recommendations of the Women Offenders Commission;
- Increasing the focus on Pre-Disposal measures where appropriate, including diversion from prosecution, alternatives to remand, and other direct measures, to reduce the numbers of offenders sentenced (and potentially moving on to pass through the 'revolving door' of reoffending);

- Continuing to support the increased use of all forms of community sentence where appropriate, such sentences to be delivered appropriately, efficiently and effectively, and to ensure that custody is used for offenders who pose a significant risk to our communities;
- Continuing to work towards a prison culture where the maximisation of opportunities for prisoners to work towards more positive destinations is the norm, taking advantage in particular of the opportunities presented by the development of HMP & YOI Grampian;
- Building on existing partnership links, and developing new links as appropriate, to ensure coordination of plans/strategies to reduce re-offending and the provision of appropriate, effective, person-centred, evidence-based services, and developing outcomes-based performance management measures;
- Ensuring the provision of timely and appropriate training which responds to need, as well as enhancing career development opportunities, to enable staff to adapt and perform effectively in a constantly changing Criminal Justice landscape; and
- Ensuring that equality and diversity are mainstreamed across the Northern CJA.

Transition to new Community Justice Structures

The Scottish Government announced the results of its consultation, “Redesigning the Community Justice System”, in December 2013. The proposed model going forward is local strategic planning and delivery of Community Justice services through Community Planning Partnerships (CPPs) with the creation of a national body to provide assurance and recommendations to Scottish Ministers and local government elected members as well as professional strategic leadership for the sector.

The redesign of Community Justice is currently ongoing. The new structures are to be fully implemented from April 2017, when CJAs will cease to exist, following a shadow year 2016-17. This is therefore the penultimate annual plan of the Northern CJA, and, where appropriate, the actions in the plan reflect the forthcoming move to new arrangements.

Action Plan 2015/16

In preparing the Action Plan for 2015/16, the Northern CJA seeks to achieve a balance between local priorities as identified in consultation with local partners, and the national strategic context, including the Justice Strategy for Scotland, Phase 2 of the Scottish Government’s Reducing Reoffending Programme, and the Women Offenders’ Commission Recommendations, as set out in our Area Plan 2014 - 17. The actions in the plan also take account of relevant evidence as summarised in the 2011 report “What Works to Reduce Reoffending: A Summary of the Evidence” and from other sources – see the Notes at page 16.

This Action Plan has been consulted upon with all statutory partners and the voluntary sector who have agreed the content.

Performance Monitoring

The Northern CJA Joint Officer Group will continue to maintain an overview of progress on the delivery of the plan at its quarterly meetings and all partners will contribute to the regular update of actions detailed in the plan. A mid-year report was circulated to the Northern CJA meeting in December 2015 detailing progress against the identified actions. Reporting on the full year's action plan activities will as usual take place via the NCJA Annual Report.

In addition, the Northern CJA receives updates in the quarterly Performance Report on community sentences/core services, as well as regular updates – on progress to achieve defined outcomes, and linking in to related resourcing - on other services and projects. As progress is evaluated, this feedback is used by the Northern CJA and partners to inform the ongoing development of projects and services. The NCJA endeavours to link outcomes to resourcing as part of its year-end reporting in the Annual Report.

Resources

The Northern CJA distributes around £12 million per annum to its constituent local authorities in respect of their Criminal Justice Social Work Service provision, and in 2013-14, further to one of the recommendations of the above review group, and to comments made by Audit Scotland in its 2012 report on "Reducing Reoffending in Scotland", CJAs were given increased flexibility to allocate funding as they deemed appropriate in accordance with agreed Area/Action Plans. Going forward both statutory and 3rd sector partners will be required to rise to the challenge of operating within ever tighter budgetary constraints, working 'smarter' in order to deliver efficient and effective statutory and 'non-core' services which offer best value. The Northern CJA will during 2015-16 continue to benchmark performance and progress to reducing reoffending, through the local outcomes-focussed performance framework and through regular reporting on progress against planned outcomes of Reducing Reoffending projects, linking this in to resourcing and related challenges, to the quarterly NCJA meetings.

The Northern CJA carried out a review of funding for core services (statutory services which local authorities have to provide) in advance of the 2014 – 17 Area Plan period. As a result of this review, core allocations were adjusted slightly for 2014-15, and similar adjustments will be applied for the financial years up to 2016-17. The CJA will also continue to build on its local outcomes-focussed performance framework to enable the provision of meaningful outcomes information about services, and progress to reduce reoffending.

As referred to above, from 2013-14 CJAs were given increased flexibility to allocate Section 27 funding as they deemed appropriate in accordance with agreed Area/Action Plans. In relation to the 2015-16 Northern CJA Section 27 funding allocation, £8.9 million (74% of the total funding) was allocated to core (statutory) services using a formula which takes into account workload (average workload for core services) and needs factors (percentage share of Sheriffs Court business and percentage share of unemployed males aged 16 – 24). £1.7 million (14%) was allocated to particular initiatives, pilots, etc, for which Scottish Government indicated that if the funding was not used for those purposes, discussions would be initiated about "whether the same amount of funding should be provided for that purpose." That left a balance of £1.4

million (12%) which could be allocated for use flexibly by the seven local authorities for projects to reduce reoffending in line with Area and Action Plans.

Approximately 70% of Section 27 funding covers staff costs, around 7% is retained by local authorities to pay for overheads, and the remaining 23% is for other costs relating to the delivery of services.

Additional points relating to NCJA local objectives/actions

Community Sentences

The Northern CJA contributes to the effective delivery of CPOs, DTTOs and other community sentences in a number of ways. Funding for core services is to remain the same in 2015-16 as it was for 2014-15, when local authorities were given increased flexibility in relation to the allocation of their funding. The Northern CJA receives regular quarterly reports on performance in implementation of community sentences, and on outcomes achieved.

Continual engagement with service users has been mainstreamed in relation to community sentences via Exit Questionnaires, summary results of which are regularly reported to the Northern CJA as part of the outcomes-focussed performance framework referred to above. Feedback is used to inform the ongoing development of services.

Community consultation about potential Unpaid Work projects also takes place regularly across the Northern CJA area which provides opportunities to promote the benefits of Community Payback Orders, and ensures that local need is addressed.

Partnership Working

The Northern CJA will continue to work to improve engagement with partners to ensure meaningful access to relevant universal services. Current engagement already takes place on a regular basis with partners via the quarterly NCJA and Joint Officers Group meetings, links with ADPs and CPPs, as well as by 'virtual' partnership networks. Regular partnership working continues to take place in relation to services for offenders in HMP & YOI Grampian, with NHS Grampian, local authority housing/homeless services, JobCentre Plus, local authority Education, Learning and Leisure services, and others. This is coordinated by a Community Oversight Group which is chaired by the Northern CJA Chief Officer. Northern CJA officers are also members of governance groups in relation to mentoring PSPs and other projects, and will take forward the challenges of community reintegration and access to wider services through membership of these groups.

Detailed Objectives and Actions

STRATEGIC OBJECTIVE: Reducing Reoffending - The over-riding objective of Northern CJA and partners is to reduce reoffending in the Northern CJA area.					
Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
Reduce 1 year reconviction rate for 2014/15 cohort of offenders by 4% (08/09 baseline of 30.8%)	The below actions contained in this Action Plan.	All	April 2015 – March 2016 (figures published by Scottish Government in Sept 2017)	Fewer victims, reduced impact of crime on communities, more positive futures for offenders and their families.	S27 Grant plus NCJA Admin Budget (c£12.3 million) plus partner resources
STRATEGIC OBJECTIVE: Victims – Ensure victims’ issues remain central to Northern CJA and partner plans to reduce reoffending.					
Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
<p>Victim Support Scotland (VSS) will work with the Parole Board for Scotland to ensure that Victims' interests are acknowledged and, where appropriate, given a legitimate hearing on an equal footing with the rights of accused and offenders.</p> <p>VSS will facilitate working arrangements with the Parole Board in Scotland in support of victims and their families, giving victims the option to speak to a member of the Parole Board about any fears they may have before a Tribunal considers the release of the offender.</p>	<p>Discuss the Outcomes required</p> <p>Agree Draft Protocol</p> <p>Protocol issued to all VSS services</p>	<p>Parole Board for Scotland</p> <p>VSS</p>	April 2015	Victims interests are acknowledged and represented	Shared resourcing: VSS and Parole Board

Detailed Objectives and Actions

Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
<p>Improve the assessment of victims' needs and the core skills of staff to ensure that:</p> <ul style="list-style-type: none"> • VSS monitor services effectively and improve service delivery • Progress against support plan is monitored • Psychological services <p>Case Progression Information: Victims and witness of crime can be supported through and gain speedier access to case progression information in an understandable and inclusive way</p>	<p>Agree core skills required</p> <p>Introduce new Service Guide</p> <p>Agree Support Plan Format</p> <p>Agree training required; Delivery of training; Explore with nationally recognised providers how best to meet this need</p> <p>Develop the next stage of the roll out plan and agree funding</p>	<p>VSS</p> <p>VSS, Nationally recognised providers</p> <p>VSS, COPFS, SCS</p>	<p>July 2015</p> <p>June 15</p>		<p>VSS plus shared resourcing by other partners</p>
<p>STRATEGIC OBJECTIVE: Early Intervention, Prevention and Young People Who Offend - Maintain the focus of NCJA and partners on Early Intervention and Prevention, and the Whole System Approach, to support members of our communities who offend or who are at risk of offending, and to further reduce the number of young people entering the criminal justice system and custody in particular.</p>					
Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
<p>Reduce 1 year reconviction rate for 2014/15 cohort of young offenders by 4% (08/09 baseline of 39.1%)</p>	<p>Continue the roll-out and delivery of the Whole System Approach to reducing re/offending by young people across the NCJA, and development of services within WSA, including provision of appropriate, relevant services/support for young people in</p>	<p>Local authority CJSW, Youth Justice and Education services, Police Scotland, SPS, NHS, JCP/SDS,</p>	<p>April 2015 – March 2016 (figures published by Scottish Government in Sept 2017)</p>	<p>Fewer victims, reduced impact of crime on communities, more positive futures for young offenders and their families.</p>	<p>Resourcing shared across partnership arrangements</p>

Detailed Objectives and Actions

	<p>custody and in the community eg health-related, life skills, learning, and employability opportunities. <i>[Note 1]</i></p> <p>Provide regular updates to the NCJA, and share good practice.</p>	3 rd sector, NCJA, CPPs	<p>Ongoing development of services.</p> <p>Half yearly updates via NCJA Action Plan update process</p>		
<p>STRATEGIC OBJECTIVE: Women Offenders - Ensure provision of person-centred, evidence-lead, gender-specific support/services/interventions for Female Offenders, taking cognisance of the 2012 recommendations of the Women Offenders Commission</p>					
Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
<p>Ensure provision, and ongoing evaluation, of gender-responsive support/interventions, in line with Women Offenders Commission recommendations, including work/learning opportunities and mentoring services, in custody and in the community – via Community Justice Centres where appropriate. <i>[Note 2]</i></p>	<p>Maintain s27 funding allocations for WO services</p> <p>Progress actions as identified by NCJA Women’s Services Development Worker during 2014-15: - develop mechanism for promoting ongoing communication, and sharing good practice & training opportunities; - monitor ongoing integration of national Shine mentoring service with local services for women offenders; - develop plan for making best/most inclusive use of CIUs</p> <p>Continue Evaluation/performance reporting on all NCJA Women Offenders services to NCJA.</p>	<p>NCJA</p> <p>Local authority CJSW and youth justice services, SPS, 3rd Sector, NCJA</p>	<p>Prior to 2015-16 (as part of annual s27 grant allocation)</p> <p>During 2015-16</p> <p>Half yearly reports to NCJA meetings.</p>	<p>Appropriate gender-specific provision is in place to help improve outcomes for women becoming involved in the criminal justice system, and reduce the likelihood of their reoffending.</p> <p>Detailed outcomes are defined in logic models for individual projects.</p>	<p>S27 funding Aberdeen City: £45,000 Aberdeenshire: £25,000 Highland: £30,000</p> <p>Shine mentoring PSP: funding from Reducing Reoffending Change Fund</p> <p>Plus resourcing from individual partners/shared across partnership arrangements where no specific funding</p>

Detailed Objectives and Actions

Progress holistic problem-solving approach to reducing reoffending	Contribute towards development of proposal for a Problem-Solving Court in Aberdeen in line with agreed project plan (once confirmed) <i>[Note 3]</i>	SCS, LAs, LCJB Coordinator, Police Scotland, 3rd Sector, Scottish Government, NCJA	Throughout 2015-16 in line with agreed timescales	Individuals are supported to address issues on an individual basis, which contributes to their reduced reoffending	Resourcing to be confirmed
STRATEGIC OBJECTIVE: High Risk Offenders including Domestic Abuse Perpetrators - Ensure provision of person-centred, evidence-lead support, services and interventions for high risk offenders including perpetrators of domestic abuse					
Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
Implement the Moving Forward: Making Changes programme across the NCJA. <i>[Note 4]</i>	Implementation of MFMC and ongoing reporting of outcomes. Facilitate roll-out of appropriate provision to the island authorities	JSOP Team, CJSW Services, NCJA TDO, NCJA	Ongoing throughout 2015-16	Safer communities Sex offenders have increased opportunity to reduce the likelihood of their reoffending.	NCJA s27 funding: £409,513
Deal effectively with perpetrators of violence against women across the NCJA	Actions as developed locally, including roll out of MATAC (Multi Agency Tasking and Coordination) Ongoing monitoring/reporting of outcomes for perpetrators and victims.	VAW, Independent Domestic Abuse Advocates (eg VSS, Women's Aid) Police Scotland, CJSW Services, other 3 rd Sector, CPPs	Ongoing throughout 2015-16	Safer communities Domestic abuse perpetrators are supported to more positive destinations, with reduced likelihood of reoffending.	Resourcing shared across partnership arrangements
Implement the extension of MAPPA to Serious Violent Offenders	Actions as appropriate once detail of implementation confirmed	MAPPA Responsible Authorities Grampian and Highland & Islands Mgmt	Ongoing throughout 2015-16	Safer communities	NCJA s27 MAPPA funding: Aberdeenshire £144,146; Highland £107,330

Detailed Objectives and Actions

		Groups			
STRATEGIC OBJECTIVE: Pre-Disposal - Increase the focus on Pre-Disposal measures where appropriate, including diversion from prosecution, alternatives to remand, and other direct measures, to reduce the numbers of offenders sentenced (and potentially moving on to pass through the 'revolving door' of reoffending)					
Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
Continue to promote the increased use of Fiscal and Police Direct Measures where appropriate [NB difficult to set specific target/s as will be impacted by Police Scotland/COPFS focus.] <i>[Note 5]</i>	COPFS to provide data and insight into initial case processing in the North of Scotland given forthcoming changes to case marking model. The NCJA Chief Officer and the Regional Procurator Fiscal with responsibility for case marking will meet quarterly.	NCJA, COPFS, Police Scotland	Throughout 2015-16	Fewer people appearing in court.	Resourcing shared across partnership arrangements
Reduce numbers remanded in custody. Baseline average monthly figure during 2013-14. <i>[Note 10]</i>	Ongoing promotion of alternatives to remand to sentencers, prosecutors and defenders.	NCJA, CJSW Services	By 31 March 2016	Fewer people remanded in custody (and experiencing consequential negative impacts)	Resourcing shared across partnership arrangements
Facilitate roll-out of Fiscal Work Orders (FWOs)	All local authorities, in conjunction with COPFS, ensure schemes in place for the operation of FWOs	All LAs COPFS, NCJA	In line with Scottish Government timescales	Fewer people appearing in court	NCJA s27 funding: £62,500 across seven local authorities

Detailed Objectives and Actions

STRATEGIC OBJECTIVE: Community Sentences - Continue to support the increased use of all forms of community sentence where appropriate, such sentences to be delivered appropriately, efficiently and effectively, and ensure that custody is used for offenders who pose a significant risk to our communities					
Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
Promote use of Community Sentences as an effective, robust, punitive, rehabilitative, cost-effective alternative to custody. <i>[Note 6]</i>	<p>Take forward any actions arising as a result of the 2014-15 review of Community Sentences. Joint Officers Group to consider and take forward appropriate actions and share good practice.</p> <p>Take forward as appropriate actions arising from national evaluation of CPOs</p>	NCJA Joint Officers Group	During 2015-16	Services for offenders in the NCJA area are evidence-lead and outcomes-based.	S27 funding for CPOs Resourcing shared across partnership arrangements
STRATEGIC OBJECTIVE: Throughcare/Community Re-integration - Continue to work towards a prison culture where the maximisation of opportunities for prisoners to work towards more positive destinations is the norm, taking advantage in particular of the opportunities presented by the development of HMP & YOI Grampian					
Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
Ensure provision of appropriate evidence-based services/support for offenders in custody and on release to meet identified needs, reducing gaps in service provision, including via links to mainstream services in the community not traditionally accessed by offenders where appropriate. <i>[Note 7]</i>	<p>Regular reporting to NCJA on outcomes for offenders released from prison back to the NCJA area</p> <p>Ensure effective communication in place between HMP & YOI Grampian and all NCJA local authority areas/partners (individually and collectively) to enable full realisation of 'community-facing' aims, including engagement with universal services (consideration of continuation of</p>	SPS and community partners, NCJA	<p>During 2015-16</p> <p>Prior to end March 2016</p>	Reduction of barriers to successful reintegration into the community for offenders leaving custody, contributing to the reduced likelihood of their reoffending.	<p>NCJA s27 funding for Throughcare: £956,663</p> <p>Resourcing shared across partnership arrangements</p>

Detailed Objectives and Actions

	<p>NCJA-lead 'Community Oversight Group' during 2015-16, and planning for post-CJA solution).</p> <p>Promotion of effective outcomes of 'community-facing' approach to increase public understanding/ acceptance – specific actions to be agreed by oversight group (or replacement)</p> <p>Implementation of Throughcare Support Officers</p> <p>Maximise the benefits/outcomes of PSP mentoring services <i>[Note 8]</i>:</p> <ul style="list-style-type: none"> - regular updates to NCJA; - CJA involvement in PSP governance processes; - monitor level of integration with other local services and facilitate addressing of any issues as necessary; - contribute to achieving ongoing sustainability of mentoring PSPs, (assuming achievement of desired outcomes), both at a local and national level 	<p>SPS</p> <p>TPS, Apex, Barnardos/Action for Children, SPS, NCJA, other community partners</p>	<p>During 2015-16</p> <p>During 2015-16</p> <p>Ongoing</p>	<p>Support offender reintegration</p> <p>Detailed outcomes are defined in PSP logic models</p>	<p>SPS funding</p> <p>PSP Mentoring Services funding from Reducing Reoffending Change Fund</p>
<p>Ensure opportunities to enhance family links for prisoners are maximised where appropriate, eg visiting arrangements, use of IT, transport links, development of HMP & YOI Grampian Family Help Hub. <i>[Note 9]</i></p>	<p>Develop services offered by Family Help Hub.</p> <p>Ensure links in place with local authority areas/partners for taking forward post-NCJA.</p>	<p>SPS, community partners, NCJA</p>	<p>During 2015-16</p>	<p>Offenders benefit from positive links with families, contributing to the reduced likelihood of their reoffending.</p> <p>Detailed outcomes in Help Hub logic model.</p>	<p>Resourcing shared across partnership arrangements</p> <p>Funding being sought for Family Help Hub</p>

Detailed Objectives and Actions

	required/appropriate.				
STRATEGIC OBJECTIVE: Workforce Development - Ensure the provision of timely and appropriate training which responds to need, as well as enhancing career development opportunities, to enable staff to adapt and perform effectively in a constantly changing Criminal Justice landscape					
Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
Continue delivery of training in support of national priorities and local need.	As set out in the NCJA Training Plan, including	NCJA TDO, partners	During 2015-16	Effective delivery of objectives as a result of staff having the right skills and experience in the short, medium and longer term. Detailed outcomes in NCJA Training & Development Plan	NCJA s27 funding: £59,853 plus partner commitment/resourcing for training
STRATEGIC OBJECTIVE: Equality - Ensure equality and diversity are mainstreamed across the NCJA					
Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
Continue to mainstream equality issues as required by the Equality Act 2010.	<p>Actions identified in Equality Action Plan.</p> <p>Ensure equality of services offered to offenders in custody and in the community.</p> <p>Ensure equality of services offered by the mentoring PSPs.</p>	<p>NCJA</p> <p>All partners</p> <p>PSP partners</p>	<p>As identified in Action Plan</p> <p>Ongoing</p>	*Our people respond appropriately; Our services are accessible; People who have protected characteristics feel confident about interacting with the NCJA	Funding shared across partnership arrangements.

* Summary extract from NCJA Single Equality Statement, Outcomes and Guidance

Notes: Links to Evidence

The below notes refer to key evidence behind the actions in this plan as summarised in “[What Works to Reduce Reoffending: A Summary of the Evidence](#)” produced by Justice Analytical Services of Scottish Government and published in October 2011. (Page numbers refer to the “What Works” report.)

	Action Plan Page/s	“What Works” page/Evidence
Note 1	8-9	Page 11: Diverting young people away from the criminal justice system can be effective in reducing reoffending Page 14: Young people who offend require holistic interventions
Note 2	9	Page 44: Characteristics of effective interventions: a comprehensive and holistic approach aimed at addressing young women's multiple needs in a continuum of care; gender-specific programme models and services; resources that utilise the skills and experiences of young women themselves; and positive relationships between young women and staff.
Note 3	10	Page 19: Other ways to reward desistance might include using a system of graduated rewards and sanctions to reward compliance and support motivation as implemented in the context of problem-solving courts .
Note 4	10	Page 17: ... focusing on offenders' personal strengths rather than over-emphasising risks forms the basis of the Good Lives Model which has been used with some success with sex offenders.
Note 5	11	Pages 11-12: Diverting young people away from the criminal justice system can be effective in reducing their reoffending. (Direct Measures)
Note 6	12	Page 7: Community sentences are more effective in reducing reoffending than short-term prison sentences.
Note 7	12	Page 13: ... there is strong evidence that provision of practical support in prison is unlikely to have a lasting impact on the risk of reoffending unless it continues upon release. Aftercare should, therefore, form part of a comprehensive intervention package. It is also important that the services provided are appropriately sequenced. Page 14: ... throughcare strategies with the most favourable results in relation to reoffending rates are 'holistic'.
Note 8	13	Page 33: There is some promising evidence that mentoring can have positive effects on reduced reoffending, employability and motivation to change
Note 9	13	Pages 21/22: Desistance studies have found that rebuilding ties with family , friends and the wider community and developing new prosocial relationships through work or marriage are important aspects of desisting from crime.

Additional Note

Note 10	11	Supervised Bail in Scotland: Research on Use and Impact (Scottish Government Justice Analytical Services 2012): Page 2: ... supervised bail ... is a useful tool for encouraging and supporting compliance in a way not possible with standard bail conditions. And ... can in some cases assist bailees with their longer term process of desistance from offending behaviour. [Alternatives to Remand]
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Glossary

ADP	Alcohol and Drugs Partnership
CIG	Community Implementation Group (in relation to HMP & YOI Grampian)
CJA	Community Justice Authority
CJSW	Criminal Justice Social Work
COPFS	Crown Office & Procurator Fiscal Service
CPO	Community Payback Order (community sentence)
CPP	Community Planning Partnership
DTTO	Drug Treatment & Testing Order (community sentence)
FWO	Fiscal Work Order (can be made by Procurator Fiscal as an alternative to prosecution in court)
HMP & YOI	Her Majesty's Prison & Young Offenders Institute
JCP	JobCentre Plus
JSOP	Joint Sex Offender Programme
LA	Local Authority
LCJB	Local Criminal Justice Board
MAPPA	Multi Agency Public Protection Arrangements
MATAC	Multi Agency Tasking & Coordinating (around domestic abuse perpetrators)
MFMC	Moving Forward: Making Changes (sex offender programme)
NHS	National Health Service
PSP	Public Social Partnership (public & 3 rd sector partnership arrangements for the design, delivery and commissioning of services around user need)
S27	Section 27 grant funding (funding for Criminal Justice Social Work Services in accordance with the Social Work (Scotland) Act 1968)
SCS	Scottish Court Service
SDS	Skills Development Scotland
SPS	Scottish Prison Service
TDO	Training & Development Officer
TPS	Turning Point Scotland
VSS	Victim Support Scotland