



**Northern
Community
Justice
Authority**

AREA PLAN 2014 - 17

ACTION PLAN 2016 -17

Contents

Introduction and Context	Page 2
- Aims and Objectives	Page 2
- Transition to new Community Justice Structures	Page 3
- Action Plan 2016-17	Page 4
- Performance Monitoring	Page 4
- Resources	Page 4
- Additional points relating to NCJA local objectives/actions	Page 5
Detailed Objectives and Actions	Page 6
Glossary	Page 15

INTRODUCTION AND CONTEXT

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

The Area Plan 2014—2017 for the Northern CJA 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.

CJAs are to be dissolved on 31 March 2017, as set out at Section 31 of the (draft) Community Justice (Scotland) Bill (“the draft Bill”). Section 31 also repeals relevant legislation. 2016-17 is therefore the final annual action plan of the Northern CJA. From 1 April 2017 responsibility for community justice will be transferred to ‘community justice partners’, as defined in the draft Bill, with oversight and assurance to Ministers being given by a new national body, Community Justice Scotland.

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 presents 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 services 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 within our prison establishments;
- Continuing to support the increased use of all forms of community sentences where appropriate;
- Continuing to work towards a prison culture where the maximisation of opportunities for prisoners to work towards more positive destinations is the norm;
- Building on existing partnerships, and developing new links as appropriate, to ensure coordination and provision of appropriate, effective, person-centred and evidence-based services;
- Ensuring the provision of timely and appropriate training which responds to need, enhances career development opportunities, and enables 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 redesign of Community Justice is currently ongoing. The model being taken forward involves local strategic planning and delivery of Community Justice services through 'community justice partners' as defined in the draft Bill, 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 new structures are to be fully implemented from April 2017, when CJAs will cease to exist, following the year 2016-17. This is therefore the final annual plan of the Northern CJA, and, where appropriate, the actions in the plan reflect the forthcoming move to new arrangements. The Northern CJA will continue to engage with community justice partnership arrangements during the shadow year to support the development of plans for 2017-18 onwards, and contribute to national working groups in relation to transition as appropriate.

Action Plan 2016/17

In preparing the Action Plan for 2016/17, 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.

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.

The Northern CJA will continue, up to 31 March 2017, to receive updates in the quarterly Performance Report on community sentences and core services, as well as regular updates on other services and projects. A mid-year report will be considered at the Northern CJA meeting in December 2016 detailing progress against the identified actions.

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, 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 carried out a review of funding for core in advance of the 2014 – 17 Area Plan period. As a result of this review, core allocations were adjusted slightly for 2014-15 and 2015-16, and similar adjustments will be applied for the financial year 2016-17. Details of the 2016-17 Northern CJA Section 27 grant allocation are not available at this time.

Additional points relating to NCJA local objectives/actions

Community Sentences

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 engage 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, and membership of various groups. Partners include:

- Action for Children
- ADPs
- Apex Scotland
- CPPs
- Families Outside
- Scottish Prison Service
- Job Centre Plus
- Local Authority education, learning and leisure services
- Local Authority housing and homeless services
- MAPPA
- Mentoring PSPs
- NHS Grampian
- Sacro
- Station House Media Unit
- Turning Point Scotland
- Victim Support Scotland

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 (£))
Continue to work to reduce reoffending (and the related 1 year reconviction rate) by those convicted during 2015-16 [No target set as CJAs will no longer exist by the time the data is published]	The below actions contained in this Action Plan	All	April 2016 – March 2017	Fewer victims, reduced impact of crime on communities, more positive futures for offenders and their families	S27 Grant plus NCJA Admin Budget
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 (£))
Victim Support Scotland (VSS) will work with Police Scotland to draft and implement a new Information Sharing Protocol to ensure that victims of crime are offered emotional support, practical help and essential information from VSS and partner agencies	Agree Draft Protocol Implement Protocol Protocol issued to all VSS services	Police Scotland, VSS, Sacro	April 2016	Victims have access to emotional support and practical help	Shared resourcing: VSS and Police Scotland

Detailed Objectives and Actions

Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
<p>In relation to the granting of special measures VSS will discuss with Scottish Government the practicalities of supporting witnesses who are giving evidence in JP Courts</p> <p>Ensure staff and volunteers have access to appropriate Mental Health First Aid Training</p>	<p>Agree the provision of support measures</p> <p>Identify additional staff / volunteer requirements</p> <p>Access appropriate training</p>	<p>Scottish Govt, VSS, SCTS, COPFS/VIA</p> <p>VSS local services</p>	<p>April 2016</p> <p>July 2016</p>	<p>Witnesses in JP Court have access to VSS support in relation to special measures</p> <p>Staff have an understanding of mental health issues</p>	<p>Shared Resourcing: Scottish Govt and VSS</p> <p>VSS local services</p>
<p>Increase the number of trained volunteers</p>	<p>Optimum number of volunteers recruited and trained across all services</p>	<p>VSS</p>	<p>September 2016</p>	<p>Victims have access to emotional and practical help</p>	<p>VSS resourcing</p>
<p>Support NHS in relation to increasing the number of staff who understand victim issues and the support available</p>	<p>Designated staff attend VSS training provision</p>	<p>NHS Grampian</p> <p>NHS Highland/ University of Stirling</p>	<p>November 2016</p>	<p>NHS staff and nursing students understand:-</p> <ul style="list-style-type: none"> • Victim issues • The support available from community and court based services 	<p>VSS resourcing</p>
<p>Explore with SPS the provision of Restorative Justice practice in relation to victims and offenders</p>	<p>Discussion with HMP Inverness staff member</p>	<p>HMP Inverness</p> <p>VSS, Sacro</p>	<p>December 2016</p>	<p>Offenders understand the harm done to victims and the wider community</p>	<p>VSS resourcing</p>

Detailed Objectives and Actions

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.					
Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
Continue to work to reduce reoffending (and the related 1 year reconviction rate) by those young people convicted during 2015-16 [No target set as CJAs will no longer exist by the time the data is published]	Continue to deliver partnership working via the Whole System Approach (WSA) to reducing re/offending by young people across the NCJA Provide regular updates to the NCJA, and share good practice	Local authority CJSW, Youth Justice and Education services, Police Scotland, SPS, NHS, JCP/SDS, 3 rd sector, NCJA, CPPs	April 2016 – March 2017 Ongoing development of services Half yearly updates via NCJA Action Plan update process	Fewer victims, reduced impact of crime on communities, more positive futures for young offenders and their families	Resourcing shared across partnership arrangements
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					
Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
Ensure provision, and ongoing evaluation, of gender-responsive services, in line with Women Offenders Commission recommendations and relevant research and evidence	Maintain s27 funding allocations for services for women who offend Continued development of holistic services to suit local needs	NCJA Local authority CJSW and youth justice services,	Prior to 2016-17 (as part of annual s27 grant allocation) During 2016-17	Appropriate gender-responsive provision is in place to help improve outcomes for women becoming involved in the criminal justice system, and reduce the likelihood of	Section 27 funding (TBC). Shine mentoring PSP: Reducing Reoffending Change Fund

Detailed Objectives and Actions

	<p>Development of services that promote early intervention and prevention</p> <p>Continued development of suitable evaluation and reporting tools, incorporating the national justice outcomes, improvement and performance framework</p> <p>Continue evaluation/performance reporting on all NCJA Women Offenders services to NCJA</p>	SPS, 3 rd Sector, NCJA		<p>their reoffending</p> <p>Detailed outcomes are defined in logic models for individual projects</p>	Plus resourcing from individual partners/services as agreed
Progress holistic problem-solving approach to court business in relation to women who offend	Continue to support the development of a Problem-Solving Court (PSC) in Aberdeen in line with agreed plans	SCTS, COPFS, LAs, PSC Project Manager, Police Scotland, 3 rd Sector, Scottish Government, NCJA	Throughout 2016-17 in line with agreed timescales	<p>Individuals are better supported to address issues on an individual basis, which contributes to their reduced reoffending</p> <p>More effective court process</p>	
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 (£))
Manage and work effectively with high risk offenders including perpetrators of violence against women across the NCJA	<p>Effective implementation of:</p> <ul style="list-style-type: none"> • MAPPA (Multi Agency Public Protection Arrangements); • MATAC (Multi Agency Tasking & Coordination – around domestic abuse perpetrators); • MARAC (Multi Agency Risk Assessment Conference – around 	MAPPA colleagues, Violence Against Women partners, Independent Domestic Abuse Advocates (eg VSS, Women's	Ongoing throughout 2016-17	<p>Safer communities</p> <p>High risk offenders, sex offenders, and domestic abuse perpetrators are supported to more positive destinations,</p>	Resourcing shared across partnership arrangements

Detailed Objectives and Actions

	<p>domestic abuse victim);</p> <ul style="list-style-type: none"> • MFMC (Moving Forwards Making Changes – sex offender programme); and • Other activities as developed locally 	<p>Aid) Police Scotland, Criminal Justice Social Work Services, Joint Sex Offender Programme team, other 3rd Sector, Community Planning Partnerships</p>		<p>with reduced likelihood of reoffending</p>	
<p>Implement the extension of MAPPA to Serious Violent Offenders</p>	<p>Actions as appropriate once detail of implementation confirmed</p>	<p>MAPPA Responsible Authorities Grampian and Highland & Islands Mgmt Groups</p>	<p>Ongoing throughout 2016-17</p>	<p>Safer communities</p>	<p>NCJA s27 MAPPA funding: TBC</p>
<p>STRATEGIC OBJECTIVE: Pre-Disposal - Increase the focus on Pre-Disposal measures where appropriate, including diversion from prosecution, alternatives to remand, and other direct measures.</p>					
<p>Local Objectives/Targets (What)</p>	<p>Actions/Milestones (How)</p>	<p>Agencies involved (Who)</p>	<p>Timescale (When)</p>	<p>Outcomes (Why)</p>	<p>Resources (How Much (£))</p>
<p>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]</p>	<p>NCJA to maintain overview of use of Fiscal Work Orders and other Direct Measures/Diversion</p> <p>The NCJA Chief Officer to maintain regular contact with the Regional Procurator Fiscal with responsibility for case marking and with Police Scotland</p>	<p>NCJA, COPFS, Police Scotland, Sacro</p>	<p>Throughout 2016-17</p>	<p>Fewer people appearing in court</p>	<p>Resourcing shared across partnership arrangements</p>

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 (£))
Community Sentences are delivered efficiently and effectively, and their use promoted as an effective, robust, cost-effective alternative to custody	Effective delivery of Community Sentences. Monitored via NCJA Performance Reporting Framework Sharing of good practice and media	Criminal Justice Social Work, 3 rd Sector NCJA Joint Officers Group	During 2016-17	Improved outcomes for individuals on Community Sentences Increased use of Community Sentences as an alternative to custody Improved public perception of community sentences	S27 funding for CPOs: TBC Resourcing shared across partnership arrangements

Detailed Objectives and Actions

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					
Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
Continue to work collaboratively to support people in prison and on their return to their communities	<p>Continue to develop use of multi agency Case Management Boards and personal plans for individuals in custody and prior to release</p> <p>Ensure effective communication in place between different partners, including SPS Throughcare Officers, Mentoring PSPs, MAP Project, CIU, Sacro and Criminal Justice Social Work Services to aid collaborative working</p>	SPS, Mentoring PSPs (Turning Point Scotland, Apex Scotland, Barnardo's/Action for Children), Sacro, Criminal Justice Social Work Services, MAP (SHMU) etc	During 2016-17	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: TBC</p> <p>Resourcing shared across partnership arrangements</p> <p>MAP – Big Lottery Funding</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	<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>	SPS, community partners, NCJA	During 2016-17	<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 for Family Help Hub from Aberdeen City and Shire CPPs.</p>

Detailed Objectives and Actions

STRATEGIC OBJECTIVE: Partnership Working, Sharing Good Practice, and Performance Management - Build on existing partnership links, and develop new links as appropriate, to ensure the ongoing coordination of plans/strategies to reduce re/offending					
Local Objectives/Targets (What)	Actions/Milestones (How)	Agencies involved (Who)	Timescale (When)	Outcomes (Why)	Resources (How Much (£))
<p>Transition: Ensure arrangements in place to:</p> <ul style="list-style-type: none"> • Build on existing partnership links; • Ensure provision of effective services: • Build on the development of outcomes-based performance management 	<p>Engage with Community Justice Partnerships during the shadow year of 2016-17 to support the development of plans for 2017-18 onwards</p> <p>Support partners locally as required in the transition to CJP's taking responsibility for the reducing reoffending agenda</p> <p>Contribute to national working groups in relation to the transition, as appropriate</p>	<p>NCJA, CPPs</p> <p>CJSW Services/LAs/ NCJA, CPPs, 3rd Sector</p> <p>NCJA</p>	<p>During 2016-17</p>	<p>Successful transition to new arrangements</p> <p>Reduced negative impact of transition on services for offenders, victims, families and communities</p>	<p>Resourcing shared across partnership arrangements (any specific resourcing implications TBC)</p>
<p>Ensure smooth disestablishment of NCJA</p>	<p>Undertake all actions as required with regards to the disestablishment of the NCJA</p>	<p>NCJA</p>	<p>By 31 March 2017</p>	<p>NCJA successfully disestablished by 1 April 2017</p>	<p>NCJA Admin Budget</p>

Detailed Objectives and Actions

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 2016-17	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: (TBC) 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	Actions identified in Equality Action Plan Ensure equality of services offered to offenders in custody and in the community	NCJA All partners	As identified in Action Plan Ongoing	*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

Glossary

ADP	Alcohol and Drugs Partnership
CBT	Cognitive Behavioural Therapy
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
MARAC	Multi Agency Risk and Assessment Conference (around domestic abuse victims)
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)
PSC	Problem Solving Court
S27	Section 27 grant funding (funding for Criminal Justice Social Work Services in accordance with the Social Work (Scotland) Act 1968)
SCTS	Scottish Courts and Tribunals Service
SDS	Skills Development Scotland
SPS	Scottish Prison Service
TDO	Training & Development Officer
TPS	Turning Point Scotland
VIA	COPFS Victim Information and Advice service
VSS	Victim Support Scotland