

NOTICE OF MEETING

Glasgow Community Justice Authority

Agenda

**Tuesday 4th September 2007
at 1400 hours**

- 1 Minutes of 5th March 2007 – Submitted for approval.
- 2 Area Plan 2008-2011 – Report by Chief Officer.
- 3 Financial Report.
- 4 Freedom of Information Publication Scheme.
- 5 ASDW Conference.
- 6 Future Meeting Dates 2007/08.

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GLASGOW COMMUNITY JUSTICE AUTHORITY

Glasgow, 5th March 2007.

- Present: John McKenzie (Chair), Stephen Curran, John Gray, Elaine McDougall, Jean McFadden and Mary Paris.
- Apologies: Margaret McCafferty (Glasgow City Council), Rab Murray (Social Work Services), Marnie Hodge (SACRO) and George McNeilly (Crossreach).
- Attending: L Sclater (Clerk); A Connolly (CJA Chief Officer); R McQuillan (for the Director of Social Work Services); H Keir (Scottish Prison Service); C Renfrew (Greater Glasgow & Clyde NHS Board); A Barr (Crossreach); S Hamilton (SACRO); J Andrews (Victim Support Scotland); A McDonald (Apex) and K Scott (Strathclyde Police).

Membership of Glasgow Community Justice Authority – Details noted.

1 The Authority having heard Councillor John McKenzie noted that the following members had been approved by Glasgow City Council as members of the authority:-

- (1) Councillor Jean McFadden;
- (2) Councillor William O'Rourke (substitute); and
- (3) Councillor Alastair Watson (substitute)

Minutes of previous meeting approved.

2 The Authority considered and approved the minutes of 6th November 2006 after dealing with the following matter arising from the minute:-

Elected Members' visits to Prison Service establishments

After a full discussion relating to the prison visits, the Authority

- (1) noted that
 - (a) the prison visits had been very informative for all members who had attended;
 - (b) a visit to an open prison would also be just as informative for members to attend;
 - (c) some prisoners had raised their concern at the lack of housing opportunities for them once they had been released; and
 - (d) there had been concern raised by a few members as to who the agencies were within the link centres in the prisons e.g. was the work they were carrying out of benefit to the prisoners? could they use any of the skills they had learned once they had been released etc; and

- (2) agreed that
 - (a) a visit to an open prison would be arranged in the near future;
 - (b) Anne Connolly would look at the possibility of having housing representation on the CJA, as this could help with housing issues for prisoners; and
 - (c) the CJA would look at the issue of the agencies within the link centres at prisons in the near future.

Criminal Justice Services – Allocation of Grants 2007-08 – Details noted.

3 There was submitted a report by the Chief Officer in relation to the allocation of grants for 2007-08 for Criminal Justice Social Work Services,

- (1) advising that the Authority was responsible for the allocation of the Criminal Justice Social Work Services grant allocation for 2007-08;
- (2) detailing
 - (a) that the allocation was based on two elements of funding, these being core funding and non-core funding; and
 - (b) in the appendix to the report, a full break down of the allocation given to Glasgow Criminal Justice Social Work Services.

After consideration, the Authority

- (i) noted the allocation given to Criminal Justice Social Work Services in Glasgow, and that any further funding available from the Scottish Executive would be subject to negotiation with the Authority;
- (ii) agreed that
 - (A) a financial and structural framework to deliver those services in line with the allocation and the priorities as set out in the Area Plan would be prepared by the Director of Social Work Services; and
 - (B) the above mentioned framework would be submitted to the next meeting of the Authority along with the proposed monitoring arrangements for its approval.

Area Plan 2008-11 - Short term Officers' and Members' sub-group approved.

4 There was submitted a report by the Chief Officer regarding the Area Plan for 2008-11,

- (1) advising that the Scottish Executive had requested that the Area Plan for 2008-11 had to be prepared by September 2007, which had to include clear targets and commitments;
- (2) detailing
 - (a) the general framework and guidance set out by the Scottish Executive; and

- (b) proposals to establish both an officers' group and a members' sub-group to look at the development of the Area Plan.

After consideration, the Authority agreed

- (i) to establish an officers' group who would develop the plan and set out the proposals for wider partner and stakeholder involvement;
- (ii) to establish a short term members' sub-group consisting of the Convener, Vice Convener and a further member, those to be appointed following the Council elections in May, who would meet with the officers' group possibly on 2 or 3 occasions, to approve the planning process and priorities; and
- (iii) that a special meeting of the CJA should be held in August 2007 to ensure that the Area Plan is approved prior to its submission to the Scottish Executive.

Communication Strategy Development approved, in principle.

5 There was submitted a report by the Chief Officer regarding the development of a communications strategy in partnership with other community planning partners in Glasgow, advising that

- (1) the Authority was required to include a communication strategy as part of its Area Plan for 2007-08;
- (2) discussions were currently ongoing with the Glasgow City Council's Public Relations and Marketing to provide media coverage for the CJA around its launch date of 2nd April 2007.

After discussion, the Authority

- (a) approved, in principle, that the CJA's communication strategy is developed in consultation with Glasgow City Council's Public Relations and Marketing, who would be leading a city wide strategy with a range of partners; and
- (b) noted that as the approach was in its early stages, a further report would be submitted to the CJA on the draft strategy.

MAPPA arrangements in Glasgow – Update noted.

6 There was submitted a report by Raymund McQuillan, Head of Criminal Justice, Social Work Services regarding an update on the implementation of MAPPA arrangements in Glasgow, detailing

- (1) the progress to date; and
- (2) that interviews for the MAPPA co-ordinator post in Glasgow would take place on 14th March 2007.

After consideration, the Authority noted

- (a) the progress to date; and

(b) that a further update would be submitted to a future meeting.

Future meeting dates approved.

7 The Authority approved the following dates for future meetings:-

- (1) Wednesday 20th June 2007 at 1100hours; and
- (2) Wednesday 22nd August 2007 at 1100hours.

Report to: Community Justice Authority

Date: 4 September 2007

Report by: Chief Officer

Contact: Anne Connolly, ext. 75787

Area Plan 2008 - 2011

Purpose of Report:

To seek Authority's agreement on the Area Plan 2008 – 2011 which will shape the work of the CJA and its partners over the next three years.

Recommendation

The CJA is asked to consider and agree;

- The draft Area Plan 2008 – 2011 for submission to the Scottish Executive by 14 September 2007.
- Note that the draft plan will be considered by the National Advisory Body on 8 October 2007 and that the plan will remain a draft until approved by the Cabinet Secretary for Justice following this meeting.

Ward No(s) :

Citywide:

Local member(s) advised: Yes No

consulted: Yes No

**GLASGOW COMMUNITY
JUSTICE AUTHORITY**

Area Plan 2008-2011

DRAFT

Background

The Scottish Executive has established 8 Community Justice Authorities (CJAs) in Scotland. Their role is to reduce re offending, improve the management of offenders and create safer communities by delivering the National Strategy on the Management of Offenders in their local area. The new agency will improve working between key partners, particularly City Council Criminal Justice Social Work Services and the Scottish Prison Service. CJAs were established in April 2006, and went 'live' in April 2007.

The Glasgow CJA boundary covers the same area as the Glasgow City Council boundary. Local authority Councillors are full members of the CJA and Glasgow has seven members chaired by the convener, Cllr John McKenzie. The CJA meets 4 times per year at the City Chambers and these meetings are open to the public.

There are a range of statutory partners that work with the CJA. These are:

- Glasgow City Council, particularly Criminal Justice Social Work Services,
- Scottish Prison Service,
- Strathclyde Police,
- Greater Glasgow NHS
- Scottish Court Service,
- Crown Office and Procurator Fiscal Service,
- Victim Support Scotland.
- Voluntary organisations which receive more than £100,000 in funding from the Council to work with offenders and/or their families. For Glasgow this includes Apex, Sacro, Crossreach and Turning Point Scotland.

These partners attend CJA meetings and contribute to the planning, monitoring and the delivery of services. Each CJA employs a Chief Officer and support staff to carry out the functions of the CJA.

The role of the CJA is to plan, co-ordinate, monitor and report on the delivery of offender services by local partners and what impact these services have on reducing re offending and making communities safer. Their functions include:

- to provide an area plan which sets out the priorities for the partner organisations and to monitor the delivery of the plan and its actions,
- to ensure co-operation and the sharing of information between Criminal Justice Social Work, the Scottish Prison Service, responsible authorities and partners,
- to promote improvement, new ways of working and good practice,
- to promote consistent ways of working and shared ways of assessing risk and managing offender,

- to allocate resources to local authority criminal justice social work services and to encourage the development of shared resources between partners to deliver better results and improved services,
- to report annually to Ministers on the delivery of offender services.

The main role of the CJA is to plan and co-ordinate offender services. However, CJAs can also deliver local authority criminal justice social work services or Scottish Prison related services. These functions can be transferred to a CJA with the agreement of partners and the Scottish Parliament.

EXECUTIVE SUMMARY

1. We have prioritised 3 broad groupings of offenders as the focus for our work:
 - Violent, serious and sex offenders'
 - Persistent offenders, including women, of less serious crime on lower tariffs or short sentences; and
 - Young offenders in transition to the adult criminal justice system.

Area of Expertise

2. Each CJA has to identify and Area of Expertise where they will develop good practice. Glasgow's proposed area is persistent offenders on short term custodial sentences of 6 months or less. We want to develop two approaches with this group. Both will require resources.
 - In the context of the current review of community sentences, reduce the number going to prison on short term sentences by developing a robust deferred sentence package which would mean they have to comply with a number of interventions and activities to address their offending behaviour.
 - Develop a service which works with specific named persistent offenders on release from prison to address their offending and ensure they access community based rehabilitation and resettlement type services.
3. There is no national definition of a persistent offender. The Persistent Offenders' Project in Glasgow is using a definition which is:

"Someone who is 18 or over and has been convicted of 6 or more recordable offences in the last 6 months."

The CJA will use this as a working definition as the initial basis for how we target this group.
4. Other priorities are to address;
 - Violent, serious and sex offenders, ensuring we have consistent approaches and risk management arrangements in place to minimise harm to communities and victims.
 - Improved information for victims and the community, providing a generic pack of information that all partners can use.
 - Young offenders transferring to the adult system, ensuring robust management arrangements, information sharing and consistent ways of working.

- Accommodation and housing, ensuring better needs assessments and referral between the Scottish Prison Service, homelessness and housing services.
- Employability, ensuring offenders are part of the priorities in the implementation of the City Strategy (DWP Workforce Plus Pilot) approach in Glasgow.
- Health issues, developing a consistent approach to assessments, referrals and continuity of treatment between custody and the community, with better registering with GPs, and improved addictions and mental health care.
- A more 'community facing prison', principally at Barlinnie, and better links and access to our offenders across the prison estate.
- Improved information and better transport and access to prison for families.
- Supporting the Community Justice Centre in Glasgow which opens in 2009 and learning from good practice to reduce re-offending in a local community.

1.0 INTRODUCTION

- 1.1 This Glasgow Community Justice Authority (CJA) Area Plan 2008-2011 sets out how Glasgow will improve the management of offenders and reduce re-offending in the city. It focuses on our priority actions to deliver service improvement and effective partnership in our next 3 years of operation to meet the challenges of the National Strategy on the Management of Offenders. It builds on our priorities and actions identified in our first plan, 2007 – 2008.
- 1.2 This plan follows the national guidance and is a summary of our challenges and planned improvements. It does not detail operational activity, but highlights priority actions or areas where we want to effect initial improvement and change. The plan has been developed in full consultation with our statutory partners and a wide range of organisations responsible for the regeneration of the city and delivering social renewal to our citizens and communities. A list of those consulted as part of this plan is included in the appendices.
- 1.3 The plan follows broadly the structure requested by the Scottish Executive in its guidance and includes:
- Our approach to reducing re-offending and the management of offenders,
 - A profile of Glasgow and our challenges in relation to crime and offending,
 - Our offender groups,
 - Working in Partnership
 - Supporting and Developing the Workforce,
 - Communications,
 - Governance and performance management; and
 - Our Action Plan.
- 1.4 The plan focuses on high level goals and targets and the CJA acknowledges that a number of performance measures and outcomes may require further development before the plan goes live in March 2008. The CJA regards this plan as a draft until it has had the opportunity to consider any comment by the National Advisory Body in October 2007 and until the final plan goes live in March 2008. This will allow us to respond effectively to any national or local emerging issues and amend our priorities as required. The CJA expects partner organisations to reflect the agreed final Area Plan improvement actions in their future strategic or operational plans and arrangements as appropriate.

2.0 Reducing Re-offending and the Improved Management of Offenders

2.1 The initial target set nationally for all CJAs was to reduce re-offending levels by 2% by April 2008. This target has now been withdrawn and is being replaced by a suite of improvement measures under development. However, Glasgow CJA wishes to retain this target until it is replaced by these measures. We are committed to working in partnership to meet this target and to deliver improvement in the management of offenders. We recognise that this presents a number of challenges, including:

- How we deliver the right services to effect change in re-offending and manage offenders more effectively.
- How we do this in partnership in the CJA and with other agencies also driving criminal justice reform in the city.
- How we link into the broader community planning approaches in the city; and
- How we measure the progress and impact of our plan and implement the national performance management framework under development.

2.2 Our approach is to ensure that:

- We deliver a safer Glasgow for communities and victims of crime along with our community planning partners and others in the city delivering improvements in the criminal justice system.
- We are linked firmly to Glasgow's community planning approach and ensure reducing re-offending and improvements in how we manage offenders are part of Glasgow's commitment to regeneration and social renewal for all its citizens. This includes working with our community and criminal justice partners on the early identification of those most at risk of offending and preventing or diverting them from offending and supporting communities to address crime.
- We prioritise those approaches that are known to have an impact in making Glasgow safer. This includes how we work together in the resettlement and rehabilitation of offenders both in prison and in the community. Our aim is to provide good universal services with more targeted support for those who pose the greatest risk or to address those issues where it is difficult to sustain improvement, such as violent and persistent offenders. This includes:
 - Sharing information and knowledge and having a consistent and recognised approach to risk management.
 - Providing accredited or recognised programmes and approaches to ensure the person addresses his or her offending behaviour and recognises the impact on victims, their families and communities.
 - Addressing the underlying issues for individual offenders where this can stabilise them and reduce re-offending including improving access to addiction services, homelessness services, benefits and appropriate health services.

CONTEXT

3.0 Glasgow's Profile

3.1 Glasgow is Scotland's largest city. It has a population of 578,790, 5.5% of whom are from black and ethnic minority communities. It is located at the heart of the west of Scotland and it provides 17% of Scotland's employment and its gross domestic product. It is a post industrial city which has overcome the decline of its former manufacturing and shipbuilding industries in the 1980s to reshape its economy around new technology and services. Over the last ten years the Council and its partners have led Glasgow's transformation which has delivered the resurgence of the local economy and the renewal of Glasgow's physical infrastructure. Key achievements are:

- The largest employment growth of any city in the UK, securing 53,000 jobs, up 16% since 1995,
- The largest retail centre outside London,
- A strong portfolio of cultural and tourist attractions,
- The third largest centre of higher and further education in the UK,
- The third largest centre for overseas tourism.

3.2 However, the city remains one of stark contrasts and we recognise that some of our citizens have not benefited directly from the city's growth and opportunities;

- 94,960 people of working age are workless in Glasgow. In broad terms this means that approximately 33% of the working age population are not working, compared to the UK average of around 25%. We estimate that around 35,000 would work if the right support and opportunities were available.
- Although there has been some slight improvements, more than half of Glasgow's population (54%) live in neighbourhoods termed as deprived according to the national deprivation index.
- Almost half of the families with dependent children are headed by a lone parent (46%). This is highest rate of any Council area in the UK.
- Nearly 5000 of our young people are not in education, training or employment and almost half of this group are living on benefits.
- Our education attainment levels are below the national average and performance is inconsistent across the city's schools.
- Glasgow's health remains poor compared to the rest of the UK and Europe, in spite of recent improvements.

3.3 The City, through its community planning partners, is committed in the next ten years to ensuring that local people benefit from the wealth, economic growth and job opportunities that are predicted for Glasgow. This is a natural progression from the achievements made in regenerating the city, but it is also the hardest element to deliver. The next ten years are critical and the best opportunity in 30 years to make real sustainable social and economic improvement in our city. The challenge for the CJA is to ensure that the management of offenders and the reduction in re-offending is part of this community planning commitment and approach.

- 3.4 Glasgow is at the forefront of a number of public sector reforms which impact on the work of the CJA and the delivery of the national strategy on the management of offenders, including:
- The reshaping of the city's current pathfinder and community planning structures in the city. The CJA has lobbied partners to be included in the new 'Safe' community planning pathfinder themed group. There will be strong links between this group and the CJA.
 - The creation of a new joint Social Work and Education Service in 2007.
 - The establishment of five Community Health and Care Partnerships (CHCPs) to deliver health and social care services locally and as a model for further service reform. The Council has devolved operational Criminal Justice Social Work Services (CJSWS) to these five partnerships.
 - The establishment of a company with charitable status, Glasgow Community Safety Services (GCSS Ltd) to develop and deliver joint Council, Police and Fire and Rescue services to tackle anti social behaviour. It also delivers services in the 5 Glasgow CHCPs.
- 3.5 Glasgow City Council has also acknowledged the significant service improvement required by its Criminal Justice Social Work Services to meet national standards. In addition to the reconfiguration of the service outlined above, it is responding to the Social Work Inspection Agency Performance Inspection of July 2007. It is developing an improvement plan for the end of September 2007. The inspection noted the distance travelled by the Criminal Justice Social Work Services since its previous inspection in July 2004 but highlighted aspects of core business that still require improvement. The CJA will ensure the improved delivery of core business as well as delivering the ambitious improvement proposed by this plan. It will want to ensure key aspects of the service are addressed in the improvement plan including;
- The allocation of 'unassigned' cases,
 - Consistent risk assessment practices in line with national developments,
 - Provision of structured work to address offending behavior; and
 - Staff development.
- 3.6 In the course of our first year the Scottish Prison Service has been subject to a number of inspections or follow up inspections, including Barlinnie, Cornton Vale, Polmont, Greenock and Shotts. We will track the improvements in response to these reports where they impact on the CJA's priorities. A key issue for almost all establishments is overcrowding and the impact this has on the CJA's goal to manage risk and improve joint working to resettle and rehabilitate offenders. We also note the inspector's comments on the poor health and well being of women sent to prison at Cornton Vale. We note Audit Scotland's new performance study on Managing Increasing Prisoner Numbers in Scotland and welcome the opportunity to participate in this study and to respond to the recommendations.

Crime and Offending

- 3.7 This section gives a snapshot of some of the key crime and offending issues in Glasgow which have informed our priorities for offender groups and our improvement areas. This has been drawn from available information provided by a range of partners. These are priority issues for the CJA and its partners and as part of our improvement actions, we are committed to establishing baselines and developing meaningful performance management information as a high priority.
- 3.8 Glasgow has the highest recorded crime rate in Scotland. In 2004-05 this was 1,350 crimes per 10,000 population, much higher than the Scottish average of 863 crimes per 10,000 population, and more than other Scottish cities such as Dundee, Aberdeen and Edinburgh.
- 3.9 The city has an unenviable record for violent crime. Glasgow's recorded crime rate for both serious assault and handling offensive weapons is more than double the national average (38 per 10,000 population and 55 per 10,000 population respectively). Young men between 16 and 24 are the most likely victims of violence and many assailants are young men under the age of 18. A review of 673 Glasgow long term prisoners in May 2005 highlighted that violence was the main (or index) offence for three out of four of them. Reductions in this type of crime have proved difficult to sustain. There is a renewed drive in this area with the roll out of the Violence Reduction Unit approach nationally. National and local thinking is that to effect change we need earlier interventions with children and families and before young people are drawn into the criminal justice system.
- 3.10 Glasgow's challenge with substance misuse is well documented and the Community Planning Partnership is addressing this issue as a priority. The estimated number of problematic drug users within the city is between 10,719 and 11,830. This equates to 22% of the estimate for the whole of Scotland. Addiction is a significant issue in offending and re-offending. Glasgow Addiction Services estimate that the majority of its clients are or have been linked to the criminal justice system at some point. Alcohol is recognised increasingly as a factor in the majority of the crime committed by young people. A number of initiatives are already underway or being piloted to improve how we address drug and alcohol misuse in the context of the criminal justice system. These include the drug court, the arrest referral scheme, drug treatment and testing orders, the 218 project for women and the creation of local community addiction teams with the city's five CHCPS.
- 3.11 At present, re-offending rates are measured through reconviction rates. Based on the Scottish Executive Statistical Bulletin published in 2005, in the Glasgow Sherrifdom, 45% of people released from custody in 1999 were re-convicted within two years, which is just slightly higher than the Scottish average of 42%. One in three of them were re-convicted within a year. Based on national trends, most of these will be young men, and the younger they are when convicted of their first offence, the more likely they are to go on and be convicted of further offences. Young people under 21 are responsible for one in five of all convictions in Glasgow.

- 3.12 In spite of a number of national and local initiatives the number of women in prison continues to rise. In 2006-2007, Glasgow had 294 women in prison and in any one month there are around 45 women from the city in Cornton Vale. Drug addiction, mental health issues and abusive relationships are prevalent amongst women offenders. There is some soft evidence that flagship initiatives such as the 218 Centre for women are having an impact in reducing the number of women in prison but more is required nationally and locally.
- 3.13 It is accepted that the general health of offenders is poor. Information from the Scottish Prison Service highlights that only around half of those in prison are registered with a GP. Mental health for those in prison is an increasing concern; however there is little information locally to give a clear estimate of the numbers affected. Figures from social enquiry reports and from the Scottish Prison Service core screening process highlight that only a small percentage of cases identify mental health issues specifically. We have believe that more work is required to establish consistent assessment and referral processes locally.
- 3.14 A recent report by Roger Houchin for the Scottish Prison Service highlights that the majority of the Scottish prison population came from 53 wards in Scotland. Two thirds of these, 35 wards, were in Glasgow. By comparison the area with the next highest concentration, 8 wards, was Edinburgh. There was also a high correlation between the prison population and areas of deprivation in Glasgow.
- 3.15 Not all Glasgow offenders are held in custody as there are a range of community sentencing options available in the city. All those in custody are not held in the local prison, Barlinnie, but dispersed throughout the sixteen prisons in Scotland. Less than half of Glasgow's prisoners are held at Barlinnie. The above study highlighted the pressure on the system in relation to capacity and throughput of prisons, particularly in Glasgow. For example, Barlinnie has an average daily population of 1,363 but its average turnover is seven times that number, with over 8,000 passing through the prison in any one year. This coupled with overcrowding makes it challenging to improve how we work with these prisoners to reduce the risk of harm to the community, re-offending and improve resettlement.

4.0 Our Consultation

4.1 As part the development of this three year plan we have extended our consultation beyond the CJA's statutory partners. A full list is included at appendix A. in addition we consulted with the community, offenders and those who work with victims and families.

4.2 The Citizens' Panel is one of the principal means by which we gather Glasgow's views and perceptions and use this information to inform policy development and service improvement. The Panel has been in operation since the Spring of 1999 and consists of approximately 1,000 households representative of the city's population with regard to age, social class and employment status. The Panel is run by MORI. The surveys are conducted each spring and autumn. In spring, we asked their views on the role of prisons and what was a priority when working with offenders in the community. In summary:

- Residents feel that the most important function of prison is to punish offenders for their crimes, next is protecting the community, followed by rehabilitation.
- Most residents do not think that prisons are effective in punishing offenders, rehabilitating them, or deterring them or others from committing crimes.

Their views on working with offenders in the community were more encouraging.

- They believe it is important to tackle the underlying causes of crime such as drugs and alcohol,
- To work with offenders so they understand the impact of their crimes on the victim and community; and
- To find them meaningful training opportunities, and provide stability and address homelessness were ranked third and fourth respectively.

4.3 The CJA also conducted a more limited consultation with offenders in custody at Barlinnie, Polmont and Cornton Vale prisons using a set of questions in a structured discussion. Over 100 offenders took part in these discussions. We also used similar questions with offenders supervised in the community.

4.4 In broad terms the outcome are that:

- Those taking part had a history of persistent offending,
- Their long term goal for themselves, if they had one, was to be 'settled down',
- Drugs and alcohol were a major feature in their offending behaviors,
- Barrier to stopping offending were their drug and alcohol problems and their current circle of friends,
- Things which could help them to stop included support from a specific worker, particularly important for women, access to addiction services, a home and a job.

We have used these findings to inform our areas for improvement in this plan

5.0 OUR PRIORITIES

Offender Groups

5.1 The national strategy sets out seven categories of offenders which the Area Plan should address. Based on the issues highlighted in our profile and our stakeholder views, Glasgow has prioritised 3 broad groupings:

Violent, serious and sex offenders because of:

- the risk and potential harm to victims, families and communities,
- the endemic nature of violent crime in Glasgow,
- the need to examine what works in this area and improve our approaches in order to achieve a sustained reduction in these types of crime.
- The implementation of MAPPA, Visor, and integrated case management and the opportunities for a more joined up and risk led approach to the management of these offenders in the community.

Persistent offenders, including women, of less serious crime because of:

- the impact on communities and victims,
- the lack of a recognised, consistent approach dealing with this group
- the potential to reduce re-offending amongst this group through breaking the cycle of re-offending with a more joined up approach based on health and social care, employability and housing.
- the potential to add value to the current services focussed on social renewal and community safety in Glasgow.

There is no national definition of a persistent offender. The Persistent Offenders' Project in Glasgow is using a definition which is:

“Someone who is 18 or over and has been convicted of 6 or more recordable offences in the last 6 months.”

The CJA will use this as a working definition as the initial basis for how we target this group.

Young Offenders in transition between the youth justice system and the adult criminal justice system because of the need:

- to work consistently with this group to reduce offending in the future,
- ensure the right monitoring and information exchange is in place for young people transferring; and
- there is continuity in interventions and programmes.

5.3 Each of the 8 CJAs in Scotland are required to develop an Area of Expertise and develop good practice locally which can in turn inform national developments. Our area of expertise will be to develop model approaches and good practice in the management of offenders on short term custodial sentences of 6 months or less to reduce re-offending.

6.0 WORKING IN PARTNERSHIP

- 6.1 We evidenced in our first plan that improvement is needed in joining up support services between prison and community based services. Throughcare services for those on sentences of four years or more or who pose a serious risk of harm are more developed, but those on short term sentences that do not yet receive statutory support lack clear, joined up access to services in the community on release. Consultation in this round of planning with partners and offenders highlight the increasing recognition for new services and approaches in this area.

Violent, Serious and Sex Offenders

- 6.2 We need to continue the work that began in April 2007 to ensure that we have an interagency approach to assessing and managing the risk posed by these offenders. The Multi Agency Public Protection Arrangements are in place for sex offenders and will be extended in 2009 to violent offenders. Given the high incidence of violence in Glasgow, this will be a challenging roll-out. The CJA will want reassurance on the robustness of these arrangements and an annual report from the lead responsible authority, Glasgow City Council, on their implementation. In addition, we want to work more closely with the Violence Reduction Unit and note their work with violent young men and alcohol in the city. We will explore the effectiveness of their current initiative at the Glasgow Dental Hospital assessing and providing information to victims of knife crime.

Persistent Offenders, including Women

- 6.3 In response to consultation with partners and the national review of community sentencing currently underway, we will develop proposals on a structured deferred sentence for persistent offenders, including women, of less serious crime. The aim is to reduce the numbers going into short term custody by providing a robust community sentencing package. Women in particular may benefit from this approach. We also wish to develop services to short term persistent offenders on release from prison to ensure we address their offending behaviour and improve access to resettlement and rehabilitation services.
- 6.4 We need to improve our access to prisoners from Glasgow in order to ensure we can address consistently their offending behaviour and link them to services. We want Glasgow prisoners, particularly those on short term sentences, housed in prisons most accessible to Glasgow. We note that less than half of those held at Barlinnie are from Glasgow and we need in the longer term a more 'community facing' prison in the city. We would also like to explore what this might mean for our young and women offenders. We acknowledge that this requires the issue of overcrowding to also be addressed.

- 6.5 In order to support prisoners in developing links with community service providers, each prison has a Link Centre. The purpose of these SPS Links Centres is to provide a one stop shop for prisoners to access community services prior to release. As part of our commitments in our first plan, we are reviewing the services provided to Glasgow prisoners in four key prisons, Barlinnie, Cornton Vale, Glenochil and Polmont. The review is at an early stage, however, the information gathered has highlighted that a more consistent approach is required to ensure that those services represented at Link Centres meet the key needs of Glasgow prisoners and that they have clear links to community based or mainstream services in Glasgow.
- 6.6 We will make recommendations in 2008-2009 to the Scottish Prison Service about the types of organisations which could best represent Glasgow's needs in the Link Centres and how we would like to see links to community based mainstream services improved. In the medium to longer term, the CJA may wish to explore the provision of a community based facility for offenders and their families. We note that this is Lothian and Borders CJA's area of expertise and we will be informed by good practice in the existing community link centre in Edinburgh.

Young Offenders Transferring to the Adult System

- 6.7 The Community Justice Authority is responsible for young offenders when they transfer into the adult criminal justice system, when they are no longer under the supervision of the childrens' panel or youth justice system. Partners believe that greater clarity is required on what happens at this point of transition to ensure we have appropriate assessments, information sharing and continuity of service in place. This is required to ensure we do all we can to continue to minimise harm and the risk of re-offending as well as address any underlying issues such as addiction, training or homelessness.

Areas for Improvement

- We will ensure that there are robust risk assessment and management arrangements in place to minimise the risk of harm to communities from sex offenders, and violent offenders once these arrangements are implemented nationally.
- We will improve both throughcare and joined up service provision for those persistent offenders in custody on short terms sentences of less than 6 months by developing proposals for a case management service and seeking funding and resources for this service.
- We will work with others in the criminal justice system to develop proposals for a robust structured deferred sentence for persistent offenders with a history of receiving short term custodial sentences. This will draw on the current review of community sentences by the Cabinet Secretary for Justice and its recommendations. We will seek additional resources for this approach if agreed.

- We will report on the current arrangements for assessing and managing young offenders transferring to the adult system and on any improvements required.
- We will explore with the Scottish Prison Service (SPS) options to house agreed types of offenders in the prison estate more accessible to Glasgow and how to deliver a more 'community facing' prison at Barlinnie and what this might mean for our women and young offenders.
- Following the completion of the link centre review in March 2008 we will make recommendation to the Scottish Prison Service on how to improve the services at the link centres and forge stronger links with community based mainstream services.

7.0 HOUSING AND ACCOMMODATION

- 7.1 Housing and accommodation has emerged as a critical issue for Glasgow CJA and there is a firm commitment to apply a joint approach to address this key issue in the resettlement and rehabilitation of offenders. We know, from a recent study commissioned by the Glasgow Homelessness Partnership that those presenting as homeless as a result of leaving prison:
- Account for around 10% of all homelessness applications in Glasgow and these applications are growing at almost double the rate of applications from general households.
 - 9 out of 10 applicants are single males, and 3 out of 4 of them are aged over 29.
 - Are less successful in securing a standard secure tenancy; only 14% of them achieve this compare to 35% of all household applicants.
 - We lose contact with more than half of these offender cases, 54%, after an assessment has been made, but before a solution is proposed. (If cases closed on the first day are excluded.)
- 7.2 Since the housing stock transfer in Glasgow, the housing provider landscape is more complex than a number of other CJAs experience at present. The local authority is responsible for the strategic area housing plan but is not the registered social landlord. The Glasgow Housing Association (GHA) and other Registered Social Landlords (RSLs) provide this service in the city. It is proving challenging in this context to house a number of offenders, particularly high risk offenders. Discussions with the housing sector to date have identified a number of areas which will require further consideration. This includes widespread concern regarding the responsibilities entailed in housing known sex offenders and additional concern regarding levels of monitoring and supervision in the community. Some work is already underway to discuss these issues with the registered social landlords and it is a commitment of the CJA to establish further links with this sector over the course of the next few years.
- 7.3 Consultation with partners has identified the need for a more consistent approach to the assessment of offender housing needs, particularly for those on short term custodial sentences. In addition, a shortfall in funding, caused by housing benefit rules, has been identified as a hurdle to ensuring that, where an offender is homeless or has a housing need, that this can be addressed and suitable accommodation identified shortly before release from prison.
- 7.4 The Glasgow CJA, along with other CJAs, must conduct a review of supported accommodation for those in custody or under supervision by March 2008. This presents an early opportunity for us to review this area along with the issues arising from the recent study on homelessness applications in the city.

Areas for Improvement

- We will develop a joint assessment tool to identify the housing needs of offenders in custody and in the community and use this tool to identify suitable accommodation prior to release where required.
- We will cost out the shortfall in funding caused by housing benefit rules and look at innovative ways of bridging this funding gap. This may require additional resources.
- We will complete the review of supported accommodation and housing provision generally and make recommendations about future supported provision in the city and the most effective use of resources by March 2008. We will ensure the review is informed by the findings of the Glasgow Homelessness Partnership Study into offender related homelessness applications.
- We will support the ongoing dialogue with RSLs to address the responsibilities entailed in housing known sex offenders and additional concern regarding levels of monitoring and supervision.
- We will put in place appropriate partnership arrangements between the CJA and the Glasgow Housing Sector.

8.0 HEALTH

- 8.1 Our profile has highlighted the poor general health and wellbeing of offenders, their addiction and mental health issues. Our residents have highlighted addressing the underlying causes of crime as a priority. As part of this plan, we have identified that around half of all prisoners are registered with a GP, although arrangements are in place to help all local people register.. There is also little robust local information on how we assess, refer and ensure that there is continuity of treatment between prison and the community. This is the main focus of our work on health over the next three years.
- 8.2 Reform of how Glasgow delivers health and social care at a local level is well advanced with the creation of five community health and care partnerships. The city through its community planning partners and the Alcohol and Drug Action Team are also committed to addressing addiction for offenders. As a new agency and partnership, the CJA needs to establish how it can best influence and shape these developments at a strategic level.
- 8.3 At present the prison health service is commissioned by the Scottish Prison Service and the national contract is run by a private provider. This contract is up for renewal shortly and the CJA notes the national discussions on the role of the NHS in the future provision of health services in prisons. The CJA will support this model where it would benefit Glasgow's prisoners and deliver health improvements in prison and in the referral and continuity of treatment in the community.

Areas For Improvement

- We will ensure that all offenders in the community and in custody are registered with a local GP using existing NHS GCC mechanisms.
- We will ensure greater consistency and continuity in referrals and treatment for mental health services between prison and in the community
- We will ensure greater consistency and continuity in referrals and treatment for addiction services and improve the links between the CJA and the ADAT.
- We will support SPS and NHS GGC plans to commission NHS Services in prison if agreed nationally as the basis for more consistent and continuous referral and treatment for offenders.

9.0 EMPLOYABILITY

- 9.1 The CJA recognises that there are distinct groups and needs in relation to employability and worklessness. These include:
- Those further away from the labour market who need to be made 'job ready' and require more intensive support; and
 - Those closer to the labour market who can be found employment with the right support and appropriate training. This would include first time offenders, those in diversion schemes and those on community service.
- 9.2 The city's community planning partners have already identified tackling worklessness as a priority if all Glaswegians are to benefit from the city's growth. There are a number of high profile employability initiatives ongoing in Glasgow linked to the City Strategy (Department of Work and Pensions Workforce Plus Pilot), Equal Access to Employment and the NEET strategy. There is a commitment to consider the needs of offenders in the Equal Access to Employment approach but in other key strategies the profile of offenders is less well developed, although the clients targeted experience similar barriers to work such as addictions and mental health issues.
- 9.3 If we are to make best use of resources and deliver services appropriate to the individual, we need to tap into this wide range of strategies and the mainstream community based services in Glasgow where they and their families live. For example, the City Strategy document noted that:

- Glasgow Community Planning Partnership spent approximately £17.5m on a range of city wide employment initiatives in 2006 - 2007; and,
- Glasgow City Council Social Work spend approximately £4.2m on employment initiatives.

We must learn 'what works' from expert providers and why offenders are perhaps not making use of these existing services. We need to ensure we are using consistent tools to measure the 'distance travelled' by offenders in terms of employability and securing a job.

- 9.4 Discussions with our community planning partners and employability partners, including the City Strategy Team, have been supportive and positive. There is a clear opportunity to raise the profile and work with offenders in the City Strategy and to link to the Employers' Forum to have some practical discussion on the challenges for employers and people who have a criminal record. In our shadow year work began with Equal Access to Employment and Criminal Justice Staff to train key staff on employability issues, identify when to raise this issue when working with offenders and to map out those employability providers which had the resources and 'stickability' to work with offenders. We want to continue this work and roll it out to other CJA partners, beginning with the voluntary sector partners.
- 9.5 There are opportunities to modernise our approach to community service, in the context of the national review of community sentencing and local developments. The Citizens' Panel highlighted the priority of making offenders recognise the impact of their crime on the victim and the community. It also highlighted the priority of offering offenders some kind of meaningful training opportunity. We want to provide a modernised community service approach which links into the community priorities, incorporates elements of 'pay back' to the community and enhances the quality of life locally and may provide a route to employment for those who successfully complete community service.
- 9.6 In addition to improved employability prospects, we want to address basic adult literacy and numeracy skills. The CJA and the Glasgow Adult Learning Network have discussed their joint needs in this area. The Adult Learning Network is now recruiting a specific worker to work with offenders in Glasgow. The CJA and its partners will ensure that the worker can access offenders and link up with any existing processes or initiatives,.

Areas for Improvement

- We will work with the mainstream providers and strategies in the city on worklessness and employability, alongside our existing partners, to achieve a clear profile for offenders, identify good practice and routes for offenders. Our key priority is to ensure that training and employability for offenders is addressed in the implementation phase of the City Strategy.
- We will raise the profile of offenders with the Employers' Forum and discuss how we can overcome any barriers to employment.
- In the context of the recommendations of the review of community sentences, we will modernise our approach to community service, widening out opportunities to the mainstream services such as the Clean Glasgow campaign, introducing elements of reparative justice and employability routes.
- We will work towards ensuring that current training and vocational opportunities provided by SPS, partners such as Apex, and community service squads match city skills and job opportunities. A key general skill identified in the City Strategy is customer focused or people skills and we will ensure that these are addressed in any employability approach.
- We will agree how the 'distance travelled' in terms of employability for offenders will be measured in line with agreed Glasgow tools and milestones. For City Strategy providers this is likely to be a tracking tool called GTEX. We will support its use by all CJA partners where relevant and commissioned services with an employability aspect.

10.0 NEW PARTNERSHIPS

- 10.1 The CJA must work in partnership with other boards and agencies in Glasgow to meet its target to reduce re-offending and to support the end to end reform of community justice in Glasgow. This includes our community planning partners, Glasgow Community Safety Services (GCSS Ltd), the Criminal Justice Board and the Violence Reduction Initiative. Glasgow is reforming its community planning structures and the CJA will forge strong links to the Community Planning Pathfinder Safe theme that will be the focus for crime prevention and community safety in the city. This will ensure a more joined up approach to initiatives and policy across the criminal justice system.
- 10.2 A community justice centre (a community court and related crime prevention and offender management services) will be opened in Glasgow in summer 2009. The Chief Officer represents the CJA on the project board. It is an opportunity to demonstrate new ways of working and a joined up service model across all aspects of the criminal justice system, including the management of offenders in a local community. Any specific action from the project stage of the community justice centre will be incorporated into the Area Plan by March 2008.

Areas for Improvement

- We will build a positive working relationship with our community planning and criminal justice partners, including the Safe theme group in Glasgow and identify areas of mutual interest where we can provide support if required.
- We will support the development of the community justice centre proposals and identify key actions and benefits for the CJA.

11.0 SUPPORTING AND DEVELOPING THE WORKFORCE

11.1 As outlined in our current plan, the CJA is conducting a training and development audit of partners. Early findings from the audit highlight:

- There is a gap in training provision for Criminal Justice Social Work Services which has not managed to recruit sufficient trainers to develop and deliver a core programme for CJSWS staff,
- There is no established database of training opportunities which could be shared by partners,
- There is no clear mechanism for exchanging information on spare capacity on courses and there would appear to be some excess capacity for training with some partners,
- There is an interest in developing a joint approach and for front line staff to have an increased awareness on the role of each of the CJA partners,
- We have some basic needs and information sharing to address before we look at issues such as mentoring, shadowing or generic training courses.

Areas for Improvement

- We will ensure that the additional monies for training for CJSWS given in 2007-2008 establish a core post with the priority of developing a training plan and programme for CJSWS.
- We will pool existing training programme information from partners gathered in the audit as the basis for establishing a database
- We will develop a mechanism to share programmes and to alert partners to training opportunities and spare capacity.
- We will through this mechanism and over time, look at delivering a generic range of courses for frontline staff, with an initial focus on improving the understanding of the role of each partner.

12.0 COMMUNICATION

12.1 The CJA needs to provide information to, and consult with, three distinct groups:

- partner agencies and their staff
- the community; and
- the media.

12.2 Staff in partner agencies, particularly the SPS and the Council, need information about the role of CJA, its priorities, how this affects and directs their work and what opportunity they will have to inform the next three year plan.

12.3 There are a number of means of community engagement in Glasgow and a range of organisations are considering currently the optimum way to engage and consult with local communities without duplication of effort. The CJA requires time to consider the best way to link to existing groups in order to deliver the Area Plan and to improve communications. For example:

- It has already used the 1,000 strong Citizens' Panel in spring 2007 and will consider follow up questions in future panels.
- The Community Planning Partnership Safe theme is considering the use of neighbourhood reassurance forums and the CJA would want to explore how we can link up with this initiative.
- The Community Planning Partnership and the 5 CHCPs are considering their community engagement strategy and how best to consult and involve the 10 community planning forums in the city. The CJA has yet to engage fully with the CHCPs in the city.

12.4 A draft communication strategy is under development, although we note the lack of a national communication strategy for all CJAs. A single media relations contact has been agreed for the CJA, Glasgow Community Safety Services and Youth Justice and we have met to discuss activities and key messages.

12.5 As part of this plan we have consulted with those convicted of crimes and we will consider using this form of consultation more routinely. We have not consulted directly with victims or families but with the organisations which represent them. We will consider the outcomes of the national survey of victims planned by Victim Support Scotland and identify issues for action based on its outcomes. We will undertake consultation with families.

12.6 Organisations which represent victims and families have both identified that there is a lack of clear, consistent information on the criminal justice system. This includes information on sentencing, the criminal justice process and the prison system. The voluntary sector partners will produce a generic pack of information which can be used by all partners when working with victims and families.

- 12.7 Travel to less accessible prison remains a challenge for families. SPS has asked that all prisons prepare travel plans linking visiting times to public transport. The voluntary sector partners have identified that there is a need to streamline and improve the visitor buses run by charities in the city. There are currently two, both appear oversubscribed and under-resourced.
- 12.8 A significant challenge remains with the media in establishing more balanced reporting on the issue of offenders and of crime generally. The mainstay of national and local newspapers is crime reporting with many retaining crime reporters. It is medium and long term task to improve the liaison between the CJA and local media regarding the reporting of the management of offenders. Our key way of achieving this is to deliver results and by reporting this in a way that is easily understood by the public.

Areas for Improvement

- We will identify the most useful means for the CJA to communicate and consult with Glasgow residents and other stakeholders drawing on existing mechanisms where possible. We will explore links to any neighbourhood reassurance forums situated in the city.
- We will ensure relevant staff are briefed by their organisations on the CJA plan and its impact,
- We will produce a generic pack of information for use by partners in their work with victims and families. This may require a small amount of additional resources.
- We will consider more consistent consultation with offenders.
- We will work more closely with the CHCPs.
- We will review the existing provision of visitor buses and make recommendations for improvement. The recommendations will address funding issues and additional resources may be required.
- We will take all relevant opportunities to promote the role of the CJA to Glaswegians through partner publications, such as the Council's residents' magazine, and use partners' staff publications and briefings to provide coverage of the CJA Area Plan.

13.0 GOVERNANCE AND PERFORMANCE MANAGEMENT

- 13.1 The CJA needs to establish itself quickly and effectively as the agency leading the strategic development of the management of offenders and reducing re-offending. It is a new body and part of a series of wider criminal justice reforms, which have yet to bed down or establish their distinct roles nationally and locally.
- 13.2 We have to establish a robust performance management and public performance reporting framework and agree measures of improved performance with partner agencies to track benefits from the Area Plan and improved joint working. In particular we need to establish the baseline on which we will measure the reduction on re-offending. Work has been completed over the summer on collating existing information and suggested targets. We will develop this further in line with our commitments in our first action plan.
- 13.3 Nationally, the Scottish Executive and the National Advisory Body have agreed a range of performance measure for CJAs, although some work remains before these are implemented. It is anticipated this set of measures will be implemented in April 2008. We need to inform this process and ensure that these can be incorporated into our performance management framework.

Areas for improvement

- We will establish a series of effective regular CJA meetings with which to address the priority issues in Glasgow.
- We will establish a performance management and reporting framework to monitor plan delivery and the achievement of the current target of a 2% reduction in re-convictions. The national performance management framework under development will inform this work.
- We will develop a policy led budgeting and planning process to inform the development of the next three year plan
- We will monitor the service improvement to be delivered by criminal justice social work and its re-organisation to deliver national standards and CJA priorities. We will agree with CJSWS a performance reporting framework and regular monitoring reports.
- We will ensure that the work of the CJA and the Area Plan improvements are reflected in the service planning arrangements of key agencies in the city and its community planning arrangements.

14.0 RESOURCES

- 14.1 The CJA is responsible for the allocation and monitoring of the ring fenced criminal justice budget for Glasgow of £17.3m. Much of this is ring fenced for statutory services giving little flexibility locally to redirect resources. It is not responsible for any other elements of our partners' budgets. However, we intend to demonstrate over time how partners spend on mainstream and new offender services helps us to meet the CJA priorities and actions.
- 14.2 We have to disburse Glasgow criminal justice monies for 2007-2008 in what is effectively a 'standstill' budget, whilst we begin the process of redirecting resources to our areas for improvement. To plan for this, we need to begin to put in place budget and planning processes that can support policy led budgeting and inform this 3 year plan. It is a goal for the CJA to move to 3 year budgeting to improve financial planning for statutory and commissioned services; however this would require a change in approach nationally on the allocation of funding.
- 14.3 At the time of writing this plan, the national Spending Review was underway. In this context, it is not possible to predict the spend which may be allocated to CJAs in the future or to set out in any clear way the financial need of the CJA and its partners to address re-offending. We have highlighted, in a broad sense, in this plan where we believe additional resources will be required to fund new or reconfigured services.
- 14.4 The ring fenced Criminal Justice budget is fully allocated with, at this stage, no under spend anticipated; however the CJA will continue to receive quarterly monitoring reports on the budget and performance of the service.

Areas for Improvement

- We will develop a policy led budgeting and planning process to inform the development of this three year plan.
- We will make a case through robust business plans for the reconfigured or new services highlighted in this plan, as required, and look for innovative ways of funding them from local and national sources. These services include:
 - Persistent offender services and community sentencing packages,
 - The shortfall in housing benefit for the accommodation allocation,
 - The modernisation of the community service approach,
 - The provision of generic information for victims and families,
 - The streamlining and resourcing of visitor transport.

Glasgow Community Justice Authority

Area Improvement Plan 2008 – 2011

IMPROVEMENT AREA: VIOLENT, SERIOUS AND SEX OFFENDERS

PRIORITY 1

ACTION 2008-2011	YEAR ONE 2008-2009	LINKS TO NATIONAL OUTCOMES	PARTNERS
Ensure robust Mappa risk assessment and management procedures are in place for sex offenders and violent offenders	Assurance report from partners to CJA Annual report from partners to CJA.	Community Increases community safety and public confidence. Improves satisfaction for victims, and others	Lead responsible authorities CJSWS, Police, NHSGGC.
Ensure partner organisations complete required risk management training.	Establish that the required training for partners is complete and there is sufficient capacity in the CJA	Offenders Access to community support.	
Link to the Violence Reduction Units initiatives with young men	Consider the usefulness of the COVAID assessment / intervention piloted with Glasgow Dental Hospital.	Systems Promotes a consistent approach, co-operation and partnership A platform for effective practice and better tracking of individuals	

**IMPROVEMENT
AREA:**

PERSISTENT OFFENDERS, INCLUDING WOMEN OFFENDERS

PRIORITY 2

ACTION 2008-2011	YEAR ONE 2008-2009	LINKS TO NATIONAL OUTCOMES	PARTNERS
Develop a structured deferred sentence package option for persistent offenders (following the national community sentences review recommendations). This will require additional or redirected resources.	Prepare a proposal for consideration by partners, the Sheriff Principal and the Scottish Executive	<p>Community Increases community safety and public confidence. Improves satisfaction for victims, and others</p> <p>Offenders Sustains or improves mental wellbeing</p>	CJA
Develop a new service to persistent offenders on short term sentences of 6 months or less on release from prison to begin consistent and targeted case management. This will require new or redirected resources	<p>Prepare a proposal for consideration by the partners</p> <p>As part of this approach, identify how CJA partners can build on the Persistent Offenders Protocol by sharing information on known persistent offenders to improve our inter agency response and minimise the impact on victims and communities</p>	<p>Ability to access suitable accommodation Reduces or stabilises substance misuse Employability prospects improved Maintains or improves relationship with families Access to community support.</p> <p>Systems a consistent approach, co-operation and partnership A platform for effective practice and better tracking individuals</p>	CJA

PRIORITY 2 (Continued)

ACTION 2008-2011	YEAR ONE 2008-2009	LINKS TO NATIONAL OUTCOMES	PARTNERS
Provide a modernised community service delivered at a local level and making use of community based approaches, such as Clean Glasgow, and the principles of reparative justice This may require additional or redirected resources.	Provide recommendations on how the current service can be modernised to deliver CJA objectives.	<p>Community Increases community safety and public confidence. Improves satisfaction for victims, and others</p> <p>Offenders Sustains or improves mental wellbeing</p>	CJA, Glasgow Community Safety Services Ltd., CHCPs.
Establish a more community facing prison at Barlinnie, with practical steps to reduce overcrowding coupled with an improved percentage of Glasgow based prisoners in the establishment from a current baseline of 42%	Establish the principles of a model community facing prison with SPS, including approach how this can be achieved with young and women offenders.	<p>Ability to access suitable accommodation Reduces or stabilises substance misuse Employability prospects improved Maintains or improves relationship with families</p>	CJA
Support the development of the current community justice centre proposals	Actions to be identified with the project board	<p>Access to community support.</p> <p>Systems a consistent approach, co-operation and partnership A platform for effective practice and better tracking individuals</p>	CJA, CJC Project Board

**IMPROVEMENT
AREA:**

YOUNG OFFENDERS IN TRANSITION TO THE ADULT SYSTEM

PRIORITY 3

ACTION 2008-2011	YEAR ONE 2008-2009	LINKS TO NATIONAL OUTCOMES	PARTNERS
<p>Ensure we have appropriate assessments, information sharing and continuity of service in place.</p>	<p>Partners to report on the exiting arrangements and any gaps in provision</p>	<p>Community Increases community safety and public confidence. Improves satisfaction for victims, and others</p> <p>Offenders Sustains or improves mental wellbeing Ability to access suitable accommodation Reduces or stabilises substance misuse Employability prospects improved Maintains or improves relationship with families Access to community support.</p> <p>Systems a consistent approach, co-operation and partnership A platform for effective practice and better tracking individuals</p>	<p>CJA, and Youth Justice partners</p>

**IMPROVEMENT ACCOMMODATION AND HOUSING
AREA:**

PRIORITY 4

ACTION 2008-2011	YEAR ONE 2008-2009	LINKS TO NATIONAL OUTCOMES	PARTNERS
<p>Implement a consistent assessment and referral process between prison and the community for those offenders with a housing need</p>	<p>Establish a consistent tool for housing needs assessment for use in custody and in the community</p> <p>Cost out the funding shortfall for prisoners with a housing need on release and propose solutions</p> <p>Year 2 – improve current referral practice and processes, including protocols as required.</p>	<p>Communities Increases community safety and public confidence.</p> <p>Offenders Ability to access suitable accommodation Maintains or improves relationship with families Access to community support and stability in health and social care</p> <p>Systems Promotes a consistent approach, co-operation and partnership Effective practice and better tracking of individuals Improve risk assessment Sharing of information Robust framework for Quality assurance</p>	<p>Short life working group including SPS, Homelessness Partnership, Council, GHA, Voluntary Sector</p>

**IMPROVEMENT EMPLOYABILITY
AREA:**

PRIORITY 5

ACTION 2008-2011	YEAR ONE 2008-2009	LINKS TO NATIONAL OUTCOMES	PARTNERS
<p>Work with the mainstream providers and strategies in the city on worklessness and employability to achieve a clear profile, best practice and routes for offenders linked to community support.</p>	<p>Ensure the CJA is linked firmly to the work of the City Strategy and that offenders are highlighted as a priority group</p> <p>Raise the profile of offenders as potential employees with the city Employers' Forum and identify challenges and barriers</p> <p>As part of the Link Centre review, make recommendations to SPS on representation from Glasgow based employability agencies with strong community links in Glasgow</p>	<p>Communities Increased public confidence Improved understanding of community disposals Timely information and the involvement of families</p> <p>Offenders Improved literacy skills Employability prospects increased Maintained or improved relationship with family and peers The ability to live independently</p>	<p>CJA, City Strategy, Equal Access to Employment, , Voluntary Sector Providers, Community Planning</p>
<p>Ensure that current training and vocational opportunities in SPS, Voluntary Sector partners, and community service squads match city skills and job opportunities.</p>	<p>Ensure approaches include a focus on people centred / customer based skills</p> <p>Explore the use of the POLARIS secure internet scheme for offenders.</p>	<p>Systems Promotes a consistent approach, co-operation and partnership Effective practice and better tracking of individuals</p>	<p>CJA, Voluntary Sector, City Strategy Partnership.</p> <p>Motherwell College, SPS and others</p>

PRIORITY 5 (Continued)

ACTION 2008-2011	YEAR ONE 2008-2009	LINKS TO NATIONAL OUTCOMES	PARTNERS
<p>Agree how the 'distance travelled' will be measured in line with agreed Glasgow tools and milestones.</p>	<p>Exchange the learning and share information from the Equal Access to Employment work with CJSWS to other CJA partners beginning with the Voluntary Sector.</p>	<p>Communities Increased public confidence Improved understanding of community disposals Timely information and the involvement of families</p>	<p>Equal Access to Employment, City Strategy, CJA</p>
<p>With the Adult Literacies initiative, develop improved information and access to community based literacy courses for offenders.</p>	<p>Build on the outcomes of the adult literacies for liberated prisoners in Glasgow scoping report and pilot ALN learning and support programme.</p>	<p>Offenders Improved literacy skills Employability prospects increased Maintained or improved relationship with family and peers The ability to live independently</p> <p>Systems Promotes a consistent approach, co-operation and partnership Effective practice and better tracking of individuals</p>	<p>Glasgow Community Learning Strategy Partnership</p>

IMPROVEMENT AREA: HEALTH IMPROVEMENT

PRIORITY 6

ACTION 2008-2011	YEAR ONE 2008-2009	LINKS TO NATIONAL OUTCOMES	PARTNERS
Ensure that all offenders in the community and in custody are registered with a local GP using existing mechanisms.	Raise awareness of the existing mechanisms to SPS, CJSWS and voluntary sector staff	Offenders Ability to access suitable accommodation Maintains or improves relationship with families Access to community support and stability in health and social care Systems Promotes a consistent approach, co-operation and partnership Effective practice and better tracking of individuals Improve risk assessment Sharing of information	CJA
Ensure greater consistency and continuity in referrals and treatment for mental health services between in prison and in the community	Partners to report on current assessment, and referral processes and areas for improvement		CJA
Ensure greater consistency and continuity in referrals and treatment for addiction services	Ensure the CJA has firm links to the ADAT		CJA, CHCPs
Support SPS and NHS GGC plans to commission NHS Services in prison if agreed nationally	Action as required		CJA

**IMPROVEMENT COMMUNICATION
AREA:**

PRIORITY 7

ACTION 2008-2011	YEAR ONE 2008-2009	LINKS TO NATIONAL OUTCOMES	PARTNERS
Develop a consistent source of generic information for victims and families on the criminal justice system, from arrest to sentencing for use by all partners	Draw together existing information, identify gaps Prepare draft pack	Community Improved understanding and increased public confidence Improved satisfaction for victims, and others	CJA Voluntary Sector Forum with assistance from other partners as required
Generate a city wide dialogue on reducing re-offending and innovative approaches and the use of community based approaches	Host an event for key organisations and individuals in criminal and community justice to look at Glasgow's priorities and innovative solutions	Systems Sharing information	CJA
Provide a joined up approach to communication with other community planning partners and criminal justice agencies, using the new or established mechanisms in the city.	Become an established partner on the new community planning pathfinder Safe theme. Explore more neighbourhood reporting in partnership with others as part of any new neighbourhood reassurance approach .		CJA and in partnership with Community Planning Partner and structures.

PRIORITY 7 (Continued)

ACTION 2008-2011	YEAR ONE 2008-2009	LINKS TO NATIONAL OUTCOMES	PARTNERS
Consultation	Families and victims - Consultation over transport issues and generic leaflets. Respond to Victim Support Scotland's National survey Consider how to ensure regular consistent consultation with offenders in prison and in the community	Community Timely information.	CJA, Hope,

IMPROVEMENT AREA: ACCESS TO PRISONS

PRIORITY 8

Action 2008-2011	YEAR ONE 2008-2009	LINKS TO NATIONAL OUTCOMES	Partners
Improve access for families and others to prisons, particularly hard to reach prisons	Report on the voluntary sector provision of transport to specific prisons from Glasgow and make recommendations for improvement and streamlining.	Offenders Maintained or improved relationship with family and peers.	CJA Voluntary Sector Forum, current providers, SPS

**IMPROVEMENT
AREA:**

SUPPORTING AND DEVELOPING THE WORKFORCE

PRIORITY 9

ACTION 2008-2011	YEAR ONE 2008-2009	LINKS TO NATIONAL OUTCOMES	PARTNERS
<p>Develop a mechanism to share training programmes and to alert partners to training opportunities and spare capacity.</p>	<p>Ensure that the additional monies for training for CJSWS given in 2007-2008 establish a core post with the priority of developing training plan and programme for CJSWS.</p> <p>Pool existing training programme information from partners gathered in the audit as the basis for establishing a live database</p>	<p>Systems Promotes a consistent approach, co-operation and partnership Effective practice Improve risk assessment Sharing of information</p>	<p>CJA</p>
<p>Through this mechanism and over time, look at delivering a generic range of course for frontline staff, with an initial focus on improving the understanding of the role of each partner.</p>			<p>CJA</p>

**IMPROVEMENT
AREA:**

PERFORMANCE MANAGEMENT AND RESOURCES

PRIORITY 10

ACTION 2008-2011	YEAR ONE 2008-2009	LINKS TO NATIONAL OUTCOMES	PARTNERS
<p>Establish a performance management and reporting framework to monitor plan delivery and achievement of our targets.</p>	<p>Introduce a performance reporting scheme linked to national indicators and local targets .</p> <p>Monitor the service improvement to be delivered by criminal justice social work and its re-organisation to deliver national standards and CJA priorities</p> <p>Monitor the service improvements to be delivered by SPS from inspection reports where relevant to CA priorities</p>	<p>Systems Promotes a consistent approach, co-operation and partnership Effective practice Sharing of information</p>	<p>CJA</p>
<p>Develop a policy led budgeting process for the next three year plan</p>	<p>In the context of national budgeting , introduce improved forward financial planning</p>		<p>CJA</p>



Report to: Community Justice Authority

Date: 4 September 2007

Report by: Raymund McQuillan

Contact: Raymund McQuillan Ext: 25789

**CRIMINAL JUSTICE SOCIAL WORK SERVICES
BUDGET REPORT**

Purpose of Report:

Purpose of report is to advise Committee of the current budgetary position for Criminal Justice Social Work Services.

Recommendations: The Authority is asked to:

note the current Criminal Justice Budgetary position and the projected zero year end variance.

Ward No(s) :

Citywide:

Local member(s) advised: Yes No

consulted: Yes No

1.0 Purpose of Report

The purpose of this report is to advise Committee of the current budgetary position for Criminal Justice Social Work Services.

2.0 Background

2.1 Criminal Justice Social Work Services are split into "core" and "non core" services. "Core" services are, in general, statutory services such as Probation and Community Service. "Non core" services are, in general, support services such as supported accommodation and pilot services such as Drug Treatment and Testing Orders (DTTO). The Scottish Executive provides 100% funding for these services. For the financial year 2007/2008 the funding is as follows for Glasgow City Council:-

Core funding	£9,888k	(57%)
Non core	£7,445k	(43%)
Total	£17,333k	

2.2 The overall funding of Criminal Justice Social Work Services in Scotland is determined by the Executive and then top sliced to provide funding for "non core" services. The remaining finance is then allocated to each core activity nationally and allocated to Local Authorities (grouped together in Community Justice Authorities) based on a formula which utilises a moving three years average workload figure for each core activity.

2.3 There is therefore no basic unit cost for each element of core activity. The available finance is allocated based on a formula which reflects the percentage share of the national workload in each area of work. In consequence, improvements in practice in each area of activity, and the increased levels of monitoring, evaluation, recording and reporting are largely expected to be self funded. It should also be recognised that the grant funding from the Scottish Executive is expected to finance not only front line services but also all of the associated costs of management, and support services such as personnel, finance, Information Systems support etc.

2.4 The Criminal Justice Social Work budget for Glasgow is under considerable pressure on a year to year basis. In the current financial year, in addition to the routine budgetary problems, additional pressure will be brought to bear by a number of factors including the following

- demand for increased supported accommodation
- development of an "employability" strategy for all clients
- growth in particular areas of workload
- roll out of mandatory use of Supervised Attendance Orders
- development of Diversion from Prosecution
- implementation of revised staffing levels
- lack of inflation increase in grant level

3.0 Conclusion

- 3.1 Close monitoring of Criminal Justice Social Work budgets will continue in order to ensure that expenditure remains within budget. Quarterly reports on the Criminal Justice Social Work budget will be provided to the CJA.

4.0 Recommendation

- 4.1 It is recommended that Committee note the current Criminal Justice Budgetary position and the projected zero year end variance.

**Raymund McQuillan
Head of Service
Criminal Justice**

Service	2007/08 SE Gross Allocation	Budget Profile @P5	Actuals @ P5	Ledger Variance	Manual Adjustment	Revised Variance	Comments
Core Services							
Probation	£1,850,708	£663,567	970,771	£307,204			
Community Service	£1,965,844	£704,849	528,752	-£176,097			
Social Enquiry Reports	£2,058,584	£738,100	559,044	-£179,056			
Throughcare (Includes Supervision of Sex Offenders)	£2,086,115	£747,972	915,371	£167,399			
Home Circumstance Reports (costs in Throughcare)	£83,227	£29,841		-£29,841			
Supervised Attendance Orders	£411,373	£147,497	75,624	-£71,873			
Mandatory Supervised Attendance Orders	£634,728	£227,580	14,769	-£212,811			
Diversion	£67,603	£24,239	0	-£24,239			
Bail	£209,681	£75,181	100,107	£24,926			
Court Services	£520,000	£186,445	239,774	£53,329			
Total	£9,887,863	£3,545,271	£3,404,212	-£141,059	£141,059	£0	

Core services are, in the main, directly provided. The underspend at period 5 is anticipated, and represents a number of vacancies across the city. These are in the process of being filled, and no major year-end variance is expected.

Non Core Services

Supported Accommodation	£832,886	£330,509	0	-£330,509			
218 Time Out (inc Turnaround & Court Escort Scheme)	£1,736,863	£689,230	610,912	-£78,319			
Drug Treatment and Testing Orders	£350,733	£139,179	109,134	-£30,045			
Drug Courts	£1,204,350	£477,915	378,724	-£99,191			
Arrest Referral	£953,175	£378,243	94,436	-£283,807			
Arrest Referral Treatment	£130,000	£51,587		-£51,587			
Mandatory Drug Testing of Arrestees	£416,000	£165,079	1,798	-£163,281			

Large elements of non-core services are purchased. The seemingly large underspends here are caused mainly by invoices from service providers not being timeously received, or being subject to query. No major year-end variance is anticipated.

Support Programmes

Glasgow Council on Alcohol Groupwork	£33,601	£13,334	12,000	-£1,334			
Racially motivated offending intervention module	£36,972	£14,671	0	-£14,671			
Sex Offenders Project (Includes Clyde Quay Project)	£274,588	£108,963	68,509	-£40,454			
Constructs Positive Steps to Stop Offending/Groupwork	£724,492	£287,496	71,560	-£215,936			
Drug and Alcohol Programmes	£236,498	£93,848	192,251	£98,403			
Young Women Offenders Project	£32,623	£12,946	0	-£12,946			
Throughcare Addiction Services	£321,500	£127,579	18,537	-£109,042			
Bail Pilot (require quarterly invoice)	£41,026	£16,280	20,737	£4,457			
Throughcare - Supervision of Sex Offenders	£58,102	£23,056	0	-£23,056			
Multi Agency Public Protection Arrangements - Co-ordinator and Administrator	£61,500	£24,405	0	-£24,405			
Total Non Core Services	£7,444,909	£2,954,320	£1,578,598	-£1,375,722	£1,375,722	£0	

Overall Totals	£17,332,772	£6,499,591	£4,982,810	-£1,516,781	£1,516,781	£0	
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Overall budget position remains very tight.

Report to: Community Justice Authority

Date: 4 September 2007

Report by: Chief Officer

Contact: Anne Connolly, ext. 75787

Freedom of Information Publication Scheme

Purpose of Report:

The authority is required under the Freedom of Information (Scotland) Act 2002 to provide a publication scheme.

The attached scheme has been developed as a model scheme in consultation with the Information Commissioner to be adopted by all eight Community Justice Authorities, with local adaptation if required. It mirrors the Glasgow City Council scheme. The Council will provide assistance in administering the scheme and in adjudicating decisions.

Recommendations

The Authority is asked to consider and agree the Publication Scheme.

Ward No(s) :

Citywide:

Local member(s) advised: Yes No

consulted: Yes No

**GLASGOW COMMUNITY
JUSTICE AUTHORITY**

**FREEDOM OF INFORMATION (SCOTLAND) ACT
2002**

PUBLICATION SCHEME

PUBLICATION SCHEME for GLASGOW COMMUNITY JUSTICE AUTHORITY)

Contact: Anne Connolly
Chief Officer
Glasgow City Chambers
George Square
Glasgow
G2 1DU

Tel: 0141 287 0916

Fax: 0141 287 2997

E-mail: communityjusticeauthority@glasgow.gov.uk

1. INTRODUCTION

The Freedom of Information (Scotland) Act 2002 (the Act) received Royal Assent on 28 May, 2002. The Act gives a general right of access to all types of recorded information held by Scottish public authorities, sets out exemptions from that right and places a number of obligations on public authorities which include the development of an approved Publication Scheme.

Section 23 (1) of the Act states that:

“A Publication Scheme must specify:

- (a) classes of information that the authority publishes or intends to publish;
- (b) the manner in which information of each class is, or is intended to be, published; and
- (c) whether the published information is, or is intended to be, available to the public free of charge or on payment.”

Section 23 states that in adopting or reviewing its Publication Scheme, the authority must have regard to the public interest in:

- (a) allowing public access to information held by it and in particular, to information which:
 - (i) relates to the provision of services by it, the cost to it of providing them or the standards attained by services so provided; or
 - (ii) consists of facts, or analyses on the basis of which decisions of importance to the public have been made by it; and
- (b) the publication of the reasons for decisions made by it.

These principles and purposes have been adopted in the compilation of this publication scheme. The Glasgow Community Justice Authority (hereinafter referred to as 'the Authority') has regard to the public interest in the information that the Authority holds. In the creation of this Publication Scheme, the Authority has been mindful of the value of openness and transparency. The Authority commends the publication of information via this Publication Scheme as a positive opportunity for the public to gain greater understanding about what the Authority does, how it operates and how it contributes to public life.

2. THE GLASGOW COMMUNITY JUSTICE AUTHORITY

The Authority is a Scottish public authority as defined in Part 7 of Schedule 1 to the Freedom of Information (Scotland) Act 2002. It is one of eight new statutory bodies created by the Management of Offenders etc. (Scotland) Act 2005 to be strategic planning and monitoring authorities for the provision of community justice services in Scotland. The Authority will plan, co-ordinate, monitor and report on the delivery of offender services across Glasgow City Council. The Authority works in partnership with elected representatives from Glasgow City Council and, as set down in The Management of Offenders etc. (Scotland) Act 2005 (Designation of Partner Bodies) Order 2006, representatives from Strathclyde Police, NHS, Scottish Prison Service, Procurator Fiscal, Victim Support Scotland, APEX Scotland, Turning Point Scotland, SACRO and Crossreach. The Authority sits quarterly at the City Chambers. Dates for meetings are available by contacting the address below. All administration takes place at:-

Committee Services
Chief Executive Department
Glasgow City Council
City Chambers
George Square
Glasgow
G2 1DU

Tel: 0141 287 3511
Fax: 0141 287 5332

3. FORMULATING THE SCHEME

This Publication Scheme is a guide to the information that the Authority routinely publishes. The term publication is not limited to information contained in a bound or printed form (e.g. brochure or a book). Many different forms of information (e.g. Web based information) are just as much part of the Publication Scheme as a mass-produced leaflet.

The purpose of this Publication Scheme is to ensure that a significant amount of information is available without the need for a specific request. The Authority intends that its Scheme will encourage the publication of more information than it is required to publish under existing legislation and to develop a greater culture of openness.

The Authority's Publication Scheme follows a model scheme for all Community Justice Authorities, which has been approved by the Scottish Information Commissioner. The draft model Scheme was prepared by the North Strathclyde Community Justice Authority and was circulated widely for consultation and comment. The consultation exercise resulted in the finalised model Scheme, which aims to provide a guide to the composition and work of all Community Justice Authorities and to be easily understood.

4. **RESPONSIBILITY FOR THE PUBLICATION SCHEME**

The person responsible for the overall operation of the scheme is Anne Connolly, Chief Officer 0141 287 5787.

5. **EXEMPTIONS**

- (a) All information included in this Scheme must be provided promptly on request (subject to the exemptions discussed in this section).
- (b) The general entitlement to information under section 1 of the Freedom of Information (Scotland) Act 2002 enables any member of the public to make a request for information that is not in this Scheme.

The Authority's aim is to be as open as possible. However, information may be withheld from any of the classes of information listed below where we consider that the disclosure may fall within one of the exemptions contained in the Act. For example, we may withhold information if its disclosure would breach the law of confidentiality or prejudice substantially the authority's ability to perform a statutory function. We will also withhold information which is personal data and the disclosure of which would breach any of the Data Protection principles.

In these cases, we will withhold the information and indicate why the information is being withheld. Even where an exemption exists, it may nevertheless be possible to provide copies with the exempted information edited out.

It should be noted that the operational management of criminal justice social work will remain the responsibility of each constituent local authority.

6. **ARCHIVING POLICY**

The Authority will undertake regular reviews of its publication scheme and the information contained in it

The Authority's archiving policy is as follows:

TYPE OF DOCUMENT	RETENTION PERIOD
Glasgow Community Justice Authority Minutes	Permanent
Glasgow Community Justice Authority Agendas	Permanent
Members' expenses	5 years

7. COPYRIGHT

Unless otherwise stated, the Authority reserves copyright in all information available under this Publication Scheme, whether that information is in electronic or hard copy format, text or graphics, and regardless of whether the copyright (©) symbol appears. The right to information under this scheme does not include permission to reproduce that information.

8. ACCESSING INFORMATION UNDER THE PUBLICATION SCHEME

At present, not all the information available under this Publication Scheme can be downloaded online at

www.glasgow.gov.uk/en/YourCouncil/Council_Committees/GlasgowCommunityJusticeAuthority

However, it is the intention that by December 2009 all information will be downloadable. All information is available in hard copy form via the contact address at the top of the Scheme.

9. CHARGING POLICY

The Authority will not apply a cost for inspecting. There will be no charge for photocopying where the volume of copying is less than 10 A4 sides; thereafter copies will be charged at 10p per A4 side. These charges apply to all Classes of Information listed at paragraph 12 below.

10. STANDARD OF SERVICE

The Glasgow Community Justice Authority is committed to Best Value in the service it provides to constituent councils.

11. COMPLAINTS AND FEEDBACK

Feedback, including complaints about this Scheme should be directed to:-

Anne Connolly
Chief Officer
Glasgow City Chambers
George Square
Glasgow
G2 1DU

Tel: 0141 287 5787

Fax: 0141 287 2997

E-mail: communiijusticeauthority@glasgow.gov.uk

In terms of the Authority's Scheme of Delegation, Glasgow City Council's Chief Solicitor is authorised to determine reviews of decisions not to release information under the Freedom of Information (Scotland) Act 2002. The Chief Solicitor can be contacted at:-

Room 30 Glasgow City Chambers
George Square
Glasgow
G2 1DU

Tel: 0141 287 4521
Fax: 0141 287 3627

If we are unable to resolve any complaint you may also contact the Scottish Information Commissioner who oversees the Act and whose contact details are below. The general right of access came into effect from 1st January, 2005 and introduced a formal appeal mechanism when information is withheld. Further details on this is available on the Commissioner's website at <http://www.itspublicknowledge.info/>

Scottish Information Commissioner
Kinburn Castle
Doubledykes Road
ST ANDREWS
Fife
KY16 9DS
Tel.: 01334 464610
Fax: 01334 464611
E-mail: enquiries@itspublicknowledge.info

12. CLASSES OF INFORMATION

Information	Format and Manner in Which information is available
Who we are - details of the organisational structure, key personnel and Authority Membership.	<ul style="list-style-type: none">• Available for public inspection and on request in hard form at address detailed in paragraph 11. Downloadable from: www.glasgow.gov.uk/en/YourCouncil/Council_Committees/GlasgowCommunityJusticeAuthority
Members' expenses.	<ul style="list-style-type: none">• Available for public inspection and on request in hard copy at address detailed in paragraph 11.

Minutes of Authority Meetings	<ul style="list-style-type: none">• Available for public inspection and on request in hard copy at address detailed in section 2 Downloadable from: www.glasgow.gov.uk/en/YourCouncil/Council_Committees/GlasgowCommunityJusticeAuthority
Reports submitted to meetings of the Authority	<ul style="list-style-type: none">• All reports are available for public inspection and on request in hard copy form at address detailed in section 2 Downloadable from www.glasgow.gov.uk/en/YourCouncil/Council_Committees/GlasgowCommunityJusticeAuthority <ul style="list-style-type: none">• Includes details of annual area plan, annual reports, policies, standing orders, schemes of delegation and background papers.

Report to: Community Justice Authority

Date: 4 September 2007

Report by: Chief Officer

Contact: Anne Connolly, ext. 75787

ADSW Criminal Justice Conference 25 – 26 October 2007

Background

The Association of the Directors of Social Work is hosting its annual conference and exhibition at the Crieff Hydro 25 – 26 October 2007.

Purpose

The purpose of the conference is to consider and promote community based alternatives to prison. This is a key aspect of the CJA's strategic priorities, alongside the theme of the conference, persistent offending.

Recommendations

The Authority is asked to agree that the CJA is represented by the Convenor and Vice Convenor at the ADSW Conference.

Ward No(s) :

Citywide:

Local member(s) advised: Yes No

consulted: Yes No



Glasgow Community Justice Authority

Date: 4th September 2007

Report by Chief Executive

Contact: Lee Sclater 287 3511

Future Meeting Dates for 2007/08

Purpose of Report:

To set out dates for meetings of the Glasgow Community Justice Authority for 2007/08.

Recommendations:

The authority are asked to agree the proposed dates as detailed in the report.

Ward No(s): All

Citywide:

Local member(s) advised: Yes No

Consulted: Yes No

GLASGOW COMMUNITY JUSTICE AUTHORITY

Tuesday 27th November 2007 at 1400 hours

Tuesday 19th February 2008 at 1400hours

Tuesday 13th May 2008 at 1400 hours

Tuesday 12th August 2008 at 1400 hours

Tuesday 28th October 2008 at 1400 hours