



Glasgow

Community
Justice
Authority

**Glasgow Community Justice Authority
Action Plan 2009/10**

We are half way through 2008/9 and have made significant progress toward the actions identified for this year. The plan below moves this activity forward for 2009/10 and builds on the work we have underway on the themes identified within our 3 year Area Plan.

Summary of Themes Area Plan 2008-11

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 short sentences or lower tariffs; and
- Young offenders in transition to the adult criminal justice system.

Other thematic priorities include

- Improved information for victims and the community
- Accommodation and housing issues
- Employability
- Health including mental health and addictions.
- Training and Joint Working

Area of Improvement

Each CJA has to identify an area of improvement 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.

- 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 that 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.

Each action has an identified Lead Officer responsible for taking forward work in this area and reporting on progress. A half year report on progress is presented to the Glasgow CJA Board.

VIOLENT, SERIOUS AND SEX OFFENDERS				
ACTION 2008-2011	YEAR ONE 2008-2009	YEAR TWO 2009-2010	LINKS TO NATIONAL OUTCOMES	PARTNERS & LEAD OFFICER
Ensure robust MAPPA risk assessment and management procedures are in place for sex offenders and violent offenders	Assurance reports from partners to the CJA. Annual report from partners to the CJA.	Integrate regular reporting into the cycle of Board meetings Respond to the areas for improvement identified in the first MAPPA annual report Roll out MAPPA processes to cover violent offenders	Community Increases community safety and public confidence. Improves satisfaction for victims, and others Offenders Access to community support. Systems Promotes a consistent approach, co-operation and partnership A platform for effective practice and better tracking of individuals	Lead responsible authorities CJSWS, Police, NHSGGC. David Martin Strathclyde Police
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.	Develop a joint training plan for CJA partners. Roll out training and implementation of LS-CMI risk assessment tool (dependent on Scottish Government Roll out)		
Link to the Violence Reduction Unit's initiatives with young men	Consider the usefulness of the COVAID assessment / intervention piloted with Glasgow Dental Hospital.	Revisit progress of COVAID and strengthen links with VRU initiatives		

PERSISTENT OFFENDERS, INCLUDING WOMEN OFFENDERS ON SHORT TERM SENTENCES OR LOWER TARRIFFS				
ACTION 2008-2011	YEAR ONE 2008-2009	YEAR TWO 2009-10	LINKS TO NATIONAL OUTCOMES	PARTNERS & LEAD OFFICER
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. Implement service.	Implement and monitor Review groupwork element and seek funding for expansion if successful.	Community Increases community safety and public confidence. Improves satisfaction for victims, and others Offenders Access to community support Maintains or improves relationship with families Reduces or stabilises substance misuse Sustains or improves mental wellbeing Ability to access suitable accommodation Employability prospects improved	CJA Raymund McQuillan
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	Prepare a proposal for consideration by the partners. 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.	Review proposals in light of Scotland's Choice report and Scottish Government response. Look at possible service models including Routes Out Of Prison (ROOP) work with short term prisoners. MAPOS strategy in North Strathclyde and Aberdeenshire Turning Point Service.	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	CJA Raymund McQuillan

<p>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.</p>	<p>Provide recommendations on how the current service can be modernised to deliver CJA objectives.</p>	<p>Roll out good practice from the Community Service Visibility Project.</p> <p>Develop plan from Reforming and Revitalising proposals when these are developed further and recommendations from National Group on review of Community Service and internal Glasgow review group.</p> <p>Consider innovative approaches including 'Timebank' model linked to local communities.</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>CJA, Glasgow Community Safety Services Ltd., CHCPs.</p> <p>Raymund McQuillan</p>
<p>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%</p>	<p>Establish the principles of a model community facing prison with SPS, including how this approach can be achieved with young and women offenders.</p>	<p>Set out what this would look like and action plan to achieve this in practice on basis of SPS recommendations from their internal working group.</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>CJA Bill McKinlay and Susan Brookes SPS HQ</p>
<p>Support the development of the current community justice centre proposals</p>	<p>Actions to be identified with the project board by March 2008.</p>	<p>Support developments through membership of Project Board</p>		<p>CJA, CJC Project Board</p> <p>CJA Chief Officer</p>

YOUNG OFFENDERS IN TRANSITION TO THE ADULT SYSTEM

ACTION 2008-2011	YEAR ONE 2008-2009	YEAR TWO 2009-10	LINKS TO NATIONAL OUTCOMES	PARTNERS & LEAD OFFICER
<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>Internal SWS working group to bring forward recommendations for discussion with wider range of partners.</p> <p>Review implementation of Structured Deferred Sentence Pilot to learn lessons re interface issues.</p> <p>Implement action plan based on recommendations.</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 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>CJA</p> <p>Raymund McQuillan</p>

ACCOMMODATION AND HOUSING				
ACTION 2008-2011	YEAR ONE 2008-2009	YEAR TWO 2009-10	LINKS TO NATIONAL OUTCOMES	PARTNERS & LEAD OFFICER
<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>Implement the recommendations from the Accommodation Audit completed by March 2008.</p>	<p>Implement actions based on work of Accommodation Working Group over 2008/9</p> <p>Identify areas and plug shortfall</p> <p>Government response awaited. Implement recommendations at that time and review.</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 Quality assurance 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> <p>Norrie Flanagan and CJA Chief Officer</p>

EMPLOYABILITY				
ACTION 2008-2011	YEAR ONE 2008-2009	YEAR TWO 2009-10	LINKS TO NATIONAL OUTCOMES	PARTNERS
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>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 services</p>	<p>Identify monitoring arrangements and measure outcomes</p> <p>Roll out good practice to voluntary sector partners and others</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>Systems approach, co-operation and Quality assurance partnership Effective practice and better tracking of individuals Sharing of information Robust framework for quality assurance</p>	<p>CJA, City Strategy, Equal Access to Employment, , Voluntary Sector Providers, Community Planning partners</p> <p>Cath Smith and CJA Chief Officer</p>
Ensure that current training and vocational opportunities in SPS, Voluntary Sector partners, and community service squads match city skills and job opportunities.	<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>Look at findings of SPS audit of opportunities and contribute to refocusing if required.</p> <p>Review progress</p>		<p>CJA, Voluntary Sector, City Strategy Partnership.</p> <p>Norrie Flannigan</p> <p>Motherwell College, SPS and others</p>

<p>Agree how the 'distance travelled' will be measured in 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>CJSWS to monitor and review progress. Others to develop and implement good practice</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 Cath Smith</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>Review outcomes of pilot projects and plan way forward</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 Frances Bradley</p>

HEALTH IMPROVEMENT				
ACTION 2008-2011	YEAR ONE 2008-2009	YEAR TWO 2009-10	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 Baseline position established.	Develop clear protocol between prison staff and NHS. Review and monitor arrangements in place. Update baseline on annual basis.	Offenders 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 Cath Krawczyk
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	Implement mental health action plan based on recommendations from NHS GG&C working group.		CJA Cath Krawczyk
Ensure greater consistency and continuity in referrals and treatment for addiction services	Ensure the CJA has firm links to the ADAT	Run seminar for members and partners with Glasgow Addictions Partnership Develop though closer joint working and information exchange Implement actions arising from joint seminar and ongoing working.		CJA, CHCPs CJA Chief Officer
Support the preparatory work on the transfer of healthcare provision from the Scottish Prison Service to NHSGGC	Action as required	Consider implications for Glasgow and support implementation process		CJA Cath Krawczyk Norrie Flannigan

COMMUNICATION				
ACTION 2008-2011	YEAR ONE 2008-2009	YEAR TWO 2009-10	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	Implement findings from research and action plan agreed. Consultation with victims of crime and development of resources as required	Community Improved understanding and increased public confidence Improved satisfaction for victims, and others Systems	CJA Voluntary Sector Forum with assistance from other partners as required Marnie Hodge
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	Formalise the role of the CJA on the Pathfinder Build on the links developed through the Community Service Visibility Project in local areas.	Sharing information	CJA CJA Chief Officer
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	Action for 2008-9 not completed - to be done in 2009-10		CJA and in partnership with Community Planning Partner and structures. CJA Chief Officer

ACTION 2008-2011	YEAR ONE 2008-2009	YEAR TWO 2009-10	LINKS TO NATIONAL OUTCOMES	PARTNERS
<p>Identify the most useful means for the CJA to communicate and consult with Glasgow residents and other stakeholders drawing on existing mechanisms where possible</p>	<p>Consult families and victims -on transport issues and generic leaflets.</p>	<p>Done. Take forward actions from consultation.</p> <p>Work with SPS group on information provision</p>	<p>Community</p> <p>Timely information.</p>	<p>CJA Voluntary Sector Forum</p> <p>CJA Chief Officer</p>
	<p>Respond to Victim Support Scotland's National survey</p>	<p>Action for 2008-9 not completed - to be done in 2009-10</p>		
	<p>Consider how to ensure regular consistent consultation with offenders in prison and in the community</p>	<p>Action for 2008-9 not completed - to be done in 2009-10</p>		

ACCESS TO PRISONS FOR FAMILIES AND OTHERS				
Action 2008-2011	YEAR ONE 2008-2009	YEAR TWO 2009-10	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.	Implement findings of the research in conjunction with SPS review of transport to prisons.	Offenders Maintained or improved relationship with family and peers.	CJA Voluntary Sector Forum, current providers, SPS

SUPPORTING AND DEVELOPING THE WORKFORCE				
ACTION 2008-2011	YEAR ONE 2008-2009	YEAR TWO 2009-10	LINKS TO NATIONAL OUTCOMES	PARTNERS
Develop a mechanism to share training programmes and to alert partners to training opportunities and spare capacity.	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.	Review and refresh the CJSWS training plan. Consider the development of more joint training opportunities	Systems Promotes a consistent approach, co-operation and partnership Effective practice Improve risk assessment Sharing of information	CJA CJA Chief Officer
	Pool existing training programme information from partners gathered in the audit as the basis for establishing a live database.	Develop and promote the use of a shared resource on the CJA website		
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.	Year 2	Develop CJA 'induction' pack for all agencies to share		CJA CJSWS Training Officer

PERFORMANCE MANAGEMENT AND RESOURCES				
ACTION 2008-2011	YEAR ONE 2008-2009	YEAR TWO 2009-10	LINKS TO NATIONAL OUTCOMES	PARTNERS
Establish a performance management and reporting framework to monitor plan delivery and achievement of our targets.	Introduce a performance reporting scheme linked to national indicators and local targets .	Implement delayed National Framework and analyse 1st full year data. Review operation and utility.	Systems Promotes a consistent approach, co-operation and partnership Effective practice Sharing of information	CJA CJA Chief Officer
	Monitor the service improvement to be delivered by criminal justice social work and its re-organisation to deliver national standards and CJA priorities	Roll out by continued performance monitoring by all partners as agreed via a local performance framework.		
	Monitor the service improvements to be delivered by SPS from inspection reports where relevant to CA priorities	Roll out by continued performance monitoring by all partners as agreed via a local performance framework.		
Develop a policy led budgeting process for the next three year plan	Make the business case for funding for the new or reconfigured service areas in the plan as required and identify local and national sources of funding	Build on initial work in year one to bring forward a clearly linked budget and service plan process.		CJA CJA Chief Officer