

# Annual Report 2016/2017

Working together towards  
a safer Scotland



Glasgow  
Community  
Justice  
Authority

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“There are real benefits in working closely together with key partners. By developing effective partnerships that contribute to a more joined-up approach to throughcare for people going through the justice system, we ultimately contribute to a safer Scotland for everyone.”

**Jacqueline Clinton**  
Governor,  
HMP Barlinnie

# 01 Working together towards a safer Scotland

## Reporting on our activities in 2016/17

As we approach our final weeks and months as the Glasgow Community Justice Authority, I am delighted to be able to look back with great satisfaction over all that we have achieved together in the last 10 years. Our work has made a significant difference to the safety of our communities here in Glasgow and, indeed, contributed in no small way to the establishment of a safer, fairer and more inclusive Scotland.

However, it's important to recognise that this, our final annual review as the GCJA, is not just about looking back over what we have already put in place – but about looking forward to this good work being continued by Community Justice Scotland and our new local Community Justice Partners. Our vision for Glasgow as a city where re-offending is reduced and communities made safer remains true and will, I hope, be the beacon of success for our own successors in the months and years ahead.

### Working together

A strongly collaborative approach sits at the heart of all that we have done as the GCJA. It allowed us to manage our resources, deploy our funding and deliver our services in a way that simply wouldn't have been achievable on our own. Working in partnership with national bodies such as Police Scotland and the Scottish Prison Service, as well as many third sector organisations and local partners, allowed us to deliver a genuinely joined-up service for the people in our communities, enabling us to address important issues not in isolation, but as part of a bigger social and economic picture.

### Sharing strategies

Working with a wide range of partners means we developed wide-ranging strategies to tackle the many complex issues around offending and re-offending with greater intelligence, empathy and insight. By sharing information, and building collective knowledge based on experience, we have developed both broad strategies and specific initiatives to deal with the challenging behaviours that have a negative impact on our communities. And we addressed not just those people going through the criminal justice process but, importantly, those affected by crime as family members or victims. Our approach has always been to adopt strategies that are flexible within a consistent framework (governed by our five key priorities) ensuring that we respond effectively and appropriately to the changing dynamics of our people and communities.

In closing, my contribution to the GCJA – as Vice Convenor and latterly Convenor – would not have been possible without the loyal support of the Board, the commitment of all our partners and the tireless work and determination of our staff. My role has been a challenging but extremely rewarding one and I'd like to extend my very sincere thanks to everyone who has contributed to the success of the GCJA.



**Councillor Pauline McKeever**  
GCJA Board Convenor

Please refer to the Area Plan 2014-17 and existing Annual Reports for more detail.

“I have every confidence that the new arrangements in Glasgow, under Community Justice Scotland’s directive, will be robust and that community justice will continue to be seen as a fundamental priority.”

# 02 Sharing responsibility for a safer Glasgow

## Our statutory obligations & five priorities

Our final report as the Glasgow Community Justice Authority (GCJA), both fulfills one of our statutory responsibilities and also marks the cessation of our duties as we hand over to our new Community Justice Partners at a local level and to Community Justice Scotland at a national level.

Since our inception in 2006 we, along with our partners, have made a significant impact on the safety of Glasgow's vibrant and diverse communities. We firmly believe that the work we've put in place over the last 10 years will provide a robust platform for the transition ahead and our shared desire to keep Glasgow's communities in safe hands.

**We have a vision for Glasgow as a city where re-offending is reduced and communities are made safer.**

### Our five priorities

The five key priorities that informed our 2014-17 Area Plan act as a decision-making benchmark for the role that we play, along with our many partners, in working with individuals going through the criminal justice system as well as communities affected by offending, victims of crime and the families of those in custody or serving community sentences.

1. Using resources where they are most effective
  - Effective information sharing
  - Community justice commissioning strategy
2. Recognising where a different approach is needed
  - Improve health and wellbeing knowledge and learning
  - Understand how and when to intervene and respond together at the right time
  - Inform early/earlier intervention and prevention
  - Tackle root causes of offending
  - Understand the evidence
  - Listen to and act on victim's voice

3. Identifying and building protective factors: employability, relationships, health
  - Address the recommendations of the Commission on Women Offenders
  - Address addiction issues
  - Champion learning
  - Improve employability pathways
  - Engage with housing providers to find suitable accommodation
  - Support families
  - Support and prioritise public protection
4. Acting on service user voice
  - Engage service users at the heart of service planning and delivery
5. Delivering structural change without compromising on quality or progress
  - Support Community Planning Partnerships (CPPs) to prioritise reducing re-offending

# 03 Setting benchmarks for success

## Our five priorities in detail

### Priority 1

Using resources where they are most effective

- Effective information sharing
- Community justice commissioning strategy

Working with our Community Justice Partners and wider stakeholder groups, our first priority focuses on sharing information, knowledge and resources in order to provide a fully joined-up service delivery and deploy funding where it will have the greatest benefit and impact.

Our activities over the three years of the 2014-17 Area Plan included:

- identifying innovative models of information sharing
- completing a resources mapping exercise
- increasing the proportion of community sentences awarded
- developing and distributing a CPO pack
- agreeing and implementing the Community Justice Commissioning Strategy
- exploring the use of self-evaluation in relation to commissioning services

Re-offending costs an estimated **£3bn** per annum in Scotland and **£580m** in Glasgow. In Scotland, we spend **£254m** on restricting liberty; **£67m** on supporting re-integration from custody into communities; and **£61m** on rehabilitation.

### CASE STUDY

#### Joint Commissioning Strategy

Community justice services are delivered in a complex and changing environment and within a period of financial restraint for public and third sector partners. In common with most of the public sector, opportunities for collaborative commissioning are few and far between, however great progress has been made by the GCJA to better understand partner resources and identify opportunities to align resource planning.

As a CJA, we are accountable for Section 27 funding, but this only represents a fraction of the direct and indirect investments needed to support our community justice commitments. In order to address this, and also follow the directives of The Scottish Government's 'pillars of reform' response to the Commission on the Future Delivery of Public Services (including a decisive shift towards a preventative approach and greater integration of public services at a local level, driven by better partnership, collaboration and effective local delivery) our local partners endorsed the inclusion of a Joint Commissioning Strategy in our 2014-17 Area Plan.

Joint commissioning is not simply public sector and allied partners organising and buying shared services – it's about working together to plan services that will meet future demands and, at the same time, make the most effective use of combined resources.

Embedding joint commissioning in our planning has enabled us to:

- provide joined-up services to achieve a more cost-efficient preventative approach rather than a costly reactive justice response;
- prioritise local plans for offender management; and
- ensure delivery and accountability in line with our 2014-17 Area Plan and use of Section 27 funding.

It also gives us scope to develop new 'fits' with other investment partners – an approach endorsed by Audit Scotland in their Commissioning Social Care (2012) report – and will be critical as we seek to protect local services during times of financial change and restraint.

***“GCJA has contributed significantly to improving outcomes for our communities across the city, establishing strong links with both statutory and third sector organisations and, in particular, with One Glasgow Reducing Offending. This support and partnership approach has fostered innovative ideas through co-production to reduce re-offending and, as a result, has delivered significant achievements both in terms of improving service but, more importantly, in making our communities safer.”***

**Inspector Patrick Murphy**  
Manager, One Glasgow Reducing Offending,  
Police Scotland

***“Unless Scotland embraces a radical, new, collaborative culture throughout our public services, both budgets and provision will buckle under the strain.”***

***Commission on the future delivery of public services, 2011***

# 03 Setting benchmarks for success

Our five priorities in detail (continued)

## Priority 2

Recognising where a different approach is needed

- Improve health and wellbeing knowledge and learning
- Understand how and when to intervene and respond together at the right time
- Inform early/earlier intervention and prevention
- Tackle root causes of offending
- Understand the evidence
- Listen to and act on victim's voice

A one-size-fits-all approach simply doesn't work in a community justice setting and our second priority focuses on delivering a flexible approach with an overall goal of providing appropriate support to reduce the chances of re-offending. This means developing our understanding of, and response to, the broader circumstances of people currently going through the community justice system as well as those affected by crime.

Our activities over the three years of the 2014-17 Area Plan included:

- providing clear information on prosecution and sentencing processes
- developing clear pathways to support services for victims of crime
- citing examples of interventions and initiatives that demonstrate impact
- developing clear pathways to mental health services for justice service users
- increasing sentencers' awareness of offenders' and victims' experiences exploring the use of self-evaluation in relation to commissioning services
- developing proof of the efficacy of rolling up warrants
- identifying and promoting robust alternatives to remand sentences
- increasing access to health and wellbeing services for justice service users

Scotland has one of the highest rates of prison use within the European Union and more than **2.5** times the rate of prison use of many European countries including Sweden, Finland and Denmark, according to the Institute for Criminal Policy Research.

“Being seen as an individual and not as a person who had just been released from prison was a positive influence on my identity.”

**Hugh Young**  
Street Cones

## CASE STUDY

### Victim's Voice

When an offence is committed, there are a number of options open to the Police, Procurator Fiscal Service, Children's Panel and sentencers, ranging from formal warnings and fines to community or custodial sentences. Their application is set out in legislation and guidance from Government – however this is not necessarily common knowledge among those affected by crime.

We believe it's vital that our justice services have the full confidence of the public. Good information helps to inspire that confidence so the GCJA developed Victim's Voice, a victim information pack, with Victim Support Scotland and the Crown Office and Procurator Fiscal Service (COPFS) to promote a better understanding of prosecution and sentencing options and explain why certain offences are dealt with in certain ways.

Although Victim's Voice was designed specifically for victims of crime or those who have witnessed a crime, it is also of use to people who have committed a crime and want to know what might happen next; to practitioners or support workers from the public or third sectors; and to students or general members of the public with an interest in the criminal justice system.

## CASE STUDY

### Glasgow Women's Supported Bail Service

During 2014/15, despite 792 bail requests being made for women going through the justice system, only two cases were brought forward, reflecting a deep-seated lack of confidence in supported bail as an option for women. Recognising that both intervention and a specifically focused approach was needed, the GCJA facilitated a series of workshops to assist in local strategic planning arrangements for women at risk of remand.

As a result, and following a successful joint proposal from Turning Point Scotland and Aberlour, the Glasgow Women's Supported Bail Service was initiated in 2015.

The support offered by the service is needs-led and person-centred, in recognition of the complex challenges faced by these women – lack of safe accommodation, relationship and family breakdowns, addiction and mental health issues, and offending behaviours – many of which pose a threat to fulfilling bail conditions if left unsupported.

In its first year of operation, the initiative supported 37 women and, working with the Criminal Justice Social Work Court team, is poised to extend its reach to many more vulnerable women. The project also included the specialist expertise of Aberlour Childcare Trust to support women's families and assist with the welfare of children impacted by sentencing. The broader learnings from this initiative can now be deployed across other population groups similarly at risk of remand when bail is unsupported.

*“The GCJA has been instrumental in ensuring a partnership of value, bringing the third sector into criminal justice planning in new and innovative ways. Through our partnership we have seen new services evolve which are showing positive outcomes for vulnerable individuals as well as helping to reduce re-offending in the city of Glasgow.”*

**Martin Cawley**  
Chief Executive (2008 - 2016),  
Turning Point Scotland

# 03 Setting benchmarks for success

Our five priorities in detail (continued)

## Priority 3

Identifying and building protective factors: employability, relationships, health and wellbeing, learning, and accommodation

- Address the recommendations of the Commission on Women Offenders
- Address addiction issues
- Champion learning
- Improve employability pathways
- Engage with housing providers to find suitable accommodation
- Support families
- Support and prioritise public protection

A key element of reducing re-offending is establishing pathways and access routes for people going through the community justice system that will help them – and their families – to rebuild their lives in a positive way and discourage them from re-offending.

Our third priority is concerned with those 'protective factors' which contribute to physical and mental wellbeing, restoring a sense of self-worth and putting in place stronger foundations for each individual's future.

Our activities over the three years of the 2014-17 Area Plan included:

- supporting the 218 service
- supporting the development of the Tomorrow's Women Glasgow pilot
- diverting women from prosecution
- establishing a forum for sharing learning and planning services for women offenders
- identifying and mitigating barriers to learning
- developing an asset-based approach to service delivery
- increasing the visibility of service providers
- developing pathways for prison leavers into employability and work opportunities
- identifying volunteering opportunities for those leaving the justice system
- identifying an integrated approach to accommodation access for justice service users
- developing a multi-agency 'whole family' approach for health services
- supporting Croft Visitor Centre to provide improved access to multi-agency support for families and other visitors to prisons
- working to meet national MAPPA targets

***“In addressing the cycle of crime and violence in Glasgow, there is no singular agency which has the capacity to create sustainable change. But through the partnership focus of community justice, we have seen effective change. The GCJA has been a critical partner to programmes of scale and impact, such as the employability project, Braveheart Industries. The GCJA have been part of the full journey and are integral to these ongoing developments.”***

**Inspector Iain Murray**  
Violence Reduction Unit, Police Scotland

In a survey of Scottish prisoners in 2015, nearly half of those responding indicated that they lost their accommodation when they entered prison. And in a survey undertaken by the GCJA within one prison (eliciting over 1,000 responses) 42% of those preparing to leave custody had no arrangements in place for accommodation on their release.

***“The transition from a custodial sentence back into the community can be a massive change in a person’s life and it benefits everyone if they are supported into their new lifestyle.”***

**Vic Walker**  
Head of Service, CrossReach

## CASE STUDY

### Low Moss Prisoner Support Pathway

One of a range of national and regional projects instigated by the CJAs across Scotland, Low Moss PSP was initiated by the GCJA working alongside North Strathclyde CJA and HMP Low Moss – a purpose built prison with training facilities for 700 male convicted and remand prisoners.

Reducing re-offending by addressing its root causes and providing consistent access to a wide range of support services lies at the heart of the PSP model which focuses on the timely delivery of individualised and responsive prisoner support before, during and after liberation. Individuals are engaged from the early stages of their sentence, and supported for up to a year following their release, by prison service staff working alongside PSP partners. The aim is to help improve each individual's overall health and wellbeing; address substance misuse and mental health issues; provide access to housing services, welfare and employment opportunities; and assist in the development of coping strategies for life in the community.

For Low Moss PSP, a total of 33 partners are involved including JobCentrePlus, Greater Glasgow and Clyde NHS Board, local authority housing departments and Police Scotland as well as SACRO, Families Outside, Action for Children, the Wise Group and Turning Point Scotland.

The results have been impressive with compelling evidence pointing to the success of the PSP model. An independent evaluation by Reid-Howie Associates, carried out between April 2013 and June 2015, highlighted that:

- 51% of service users reported an improvement against the outcome 'criminal behavior' and almost all of those in the community believed that having a PSP worker had reduced their risk of re-offending
- only 17% of service users who engaged with the PSP had returned to custody at some point; a high proportion of the 17% who did return re-engaged with the PSP right away.

The learnings from Low Moss have contributed to plans for further developing the Prisoner Support Pathway across other prisons in Scotland.

## CASE STUDY

### Employability Partnerships

In an already challenging labour market, the additional factor of having a conviction creates both real and perceived barriers to employment with levels of unemployment for those leaving custody (or with any history of offending) substantially higher than the population average. Unemployment is a critical determinant in re-offending and, with re-offending in Scotland costing in excess of £3b per annum, the need to enhance employment services for those going through the criminal justice system is vital. The impact of unemployment linked to past convictions on families provides further cause to focus on routes to employment.

In response to this situation, the GCJA helped to establish two local social enterprises to provide dedicated support and employment for individuals with convictions. Braveheart Industries and Glasgow Together currently employ a number of people for whom employment previously seemed unlikely, teaching them new work and social skills, as well as coping strategies, to help them move into mainstream jobs in the future.

Additionally, over the past three years, HMP Barlinnie and the GCJA jointly organised and supported a dedicated Throughcare Partnership to identify and address the key 'tripping points' that may trigger re-offending by individuals recently released from prison.

The Partnership addresses employability in its widest sense by working with prisoners, partners and key stakeholders to test and retest known facts and perceptions. Working with Glasgow Social Enterprise Network (GSEN) and Social Firms Scotland, the Partnership organised prison tours and ran a stakeholder event in February 2016 which prompted an overwhelmingly positive reaction and culminated in a 13 point action plan that included commitments to:

- provide a regularly updated profile of the prison, its programmes and population to potential social enterprise employers
- advertise jobs from GSEN partners within the prison, for those getting ready to leave
- link the prison with the Social Enterprise Academy
- explore ways to support self-employment for prison leavers.

Employability partnerships not only provide a robust pathway for those leaving custody, but also send out a strong message to individuals still serving their sentences that the barriers to future employability can be broken down.

# 03 Setting benchmarks for success

## Our five priorities in detail (continued)

### Priority 4

#### Acting on service user voice

- Engage service users at the heart of service planning and delivery

Putting service users at the heart of our service planning and delivery may sound obvious, but all too often services are designed around ease of provision rather than the most appropriate provision for the service user. To have a positive impact on reducing re-offending, to support individuals going through the criminal justice system and, ultimately, to make our communities safer, our fourth priority works on the premise that we need to listen to and understand the challenges that individuals face and seek ways to work together to address them.

Our activities over the three years of the 2014-17 Area Plan included:

- developing a service user engagement strategy for a test group of women offenders

#### CASE STUDY

##### Tomorrow's Women Glasgow

The GCJA commissioned Outside the Box (OTB) – a Glasgow-based not-for-profit agency with expertise in engaging service users – to carry out development work around service user involvement at Glasgow's new Women's Justice Centre.

The women using the Centre selected Tomorrow's Women Glasgow (TWG) as their name and during the first year of the pilot, TWG's staff and service users worked with OTB to develop a framework for current and future service use involvement – a framework that could also be used for the GCJA's work with other population groups.

Encouraging the women to contribute their own ideas to staff in a comfortable and familiar setting created a sense of involvement and ownership and provided a valuable insight for service providers, allowing clear planning to emerge around the improvement and delivery of key services. All the ideas and suggestions were collated into a leaflet, *Hints and Tips on Service User Involvement*, which is now used widely across all GCJA partnerships and has also been provided to every Criminal Justice Social Work team in Glasgow.

To establish a direct link between the service users and governance arrangements, informal meetings between the women who attend TWG and the TWG Partnership Steering Group are held prior to each steering group meeting, at convenient times and within the TWG Centre. The tone is informal although a short agenda is drawn up and notes are taken – the steering group is then responsible for providing a response to the women on any issues raised.

One service user commented: "It's been a different experience here, really positive and helpful. I'm making some real changes in my life for the first time."

Issues raised by TWG and actions then taken have been wide-ranging – from the establishment of a walking group that supports health and wellbeing to volunteering training which helps the women play a more active role within the Centre. And the learning from TWG's and OTB's work is now being rolled out within other criminal justice service settings.

**"Our work with the GCJA clearly demonstrates the benefits of effective partnership working. Our relationship with them has aided us in our approach to planning, ensuring a more comprehensive breadth and depth of service response to offenders and their families within Glasgow."**

**Sheena Morrison**

Head of Public Protection & Quality Assurance, Glasgow Health and Social Care Partnership

Evidence suggests that using the experience and expertise of those who have offended to inform the development of criminal justice interventions can enhance the credibility, meaning or legitimacy of those interventions to users. If services are codesigned or coproduced by former/current prisoners and probationers, they may well be more likely to be credible to users, fit for purpose, and thus effective.

**Taken from Co-producing Criminal Justice – Executive Summary**

**Beth Weaver, Glasgow School of Social Work, University of Strathclyde**

**Trish McCulloch, University of Dundee**

Scottish Government Social Research  
October 2012

**"We talk about the present and the future. The past isn't going to change, but the future can."**

**Tomorrow's Women Glasgow Service User**

### Priority 5

#### Delivering structural change without compromising on quality or progress

- Support Community Planning Partnerships (CPPs) to prioritise reducing re-offending

As we approach the transition to our new community justice arrangements under Community Justice Scotland, it's critical that the momentum of the work undertaken by the GCJA over the last 10 years is not lost and that our commitment to both quality of provision and progress on activity is sustained through this period of change. Our fifth priority focuses on robust transition planning, the mapping of available resources, and maintaining and developing existing and new partnerships.

Our activities over the three years of the 2014-17 Area Plan included:

- developing a detailed local transition plan

#### CASE STUDY

##### Clean Slate

Currently, outstanding charges or warrants already in place at the time of a prisoner's release can result in a rapid return to custody. This often acts as a barrier to engagement with prison or community-based interventions and can result in poorer outcomes for individuals leaving custody and the communities they return to. One way to address this is by 'rolling up' outstanding warrants and complaints for those in custody within the Scottish Prison Service (SPS) estate.

Clean Slate is a partnership working arrangement, coordinated and led by One Glasgow Reducing Offending and the GCJA, and involving Police Scotland, the Scottish Prison Service (SPS), and the Crown Office and Procurator Fiscal Service (COPFS). SPS provides data on new admissions to One Glasgow, which is checked by the SPS Glasgow Warrants Team; any information on outstanding warrants or complaints is then forwarded to COPFS for an expedient decision on progressing through court, in consultation with the individual in custody and their defence agent. This joined-up approach allows us to target resources effectively to reduce re-offending and contribute to safer communities by:

- reducing gate arrests and the associated disruption to community reintegration;
- improving motivation for individuals to engage in prison-based support and interventions as a starting point for planned, supported and sustainable community reintegration; and
- saving time and resources by avoiding multiple court hearings, processes and short prison stays.

The pilot project in Glasgow has been managed within the current resources of all involved partners and, moving forward, there is a clear opportunity to roll Clean Slate out nationally with consistent monitoring and evaluation processes built in. Additionally, there is a noted appetite to extend the remit of the project to include outstanding charges once the proof of concept has been embedded and rolled out.

**"The GCJA individually, and the eight CJAs collectively, have supported a focused commitment to health and health improvement issues within community justice. The GCJA was a critical partner in Glasgow during a period of substantial change in healthcare arrangements within prisons. As we move forward, we must continue to build greater capacity for continuous improvement in community justice through strong collaboration and engagement with our partners as we work to:**

- **improve health outcomes for people leaving prison via effective throughcare arrangements;**
- **grow our focus on prevention and early years work; and**
- **ensure a coordinated and strategic approach is in place to improve health outcomes through close partnerships with the National Prisoner Healthcare Network. "**

**John Porter**

Prisoner Healthcare Lead Nurse, Healthcare Improvement Scotland

Work on transition planning began in **2015** and has involved numerous consultation events with all partner agencies as well as a wide range of stakeholders with vested interests. A draft transition plan is now in place and will go through final confirmation with partners in **March 2017**.

**"We recognise that we still have a tremendous amount to do and will be further tested as 'true partners' when the new arrangements come into place."**

**Sheena Morrison**

Head of Public Protection & Quality Assurance, Glasgow City Health and Social Care Partnership

# 04 Preparing for the future

## Our plans

This year, 2016/17, has been our final opportunity to prepare for the new Community Justice Scotland arrangements and also the planned closure of the GCJA. Effective forward planning means that alongside the practical issues of winding up an organisation of 10 years' standing, we put arrangements in place to maintain operational continuity and the ongoing delivery of the essential services which we know to be effective.

Since 2015, we have had both a Resilience Plan and a Disestablishment Plan in place, ensuring that we, and our various partnerships, continue to meet our statutory obligations and operational responsibilities in a robust and professional manner. During 2016/17, we have also supported the development of the new local Community Justice Partnership which has operated as a 'shadow' body as it prepares to take over from us on 1 April 2017. The new Partnership has already agreed its structures and governance, secured partnership commitments and, at the time of publication, prepared a Community Justice Outcome Improvement Plan.

From 1 April 2017, arrangements in Glasgow will be overseen by the Glasgow Community Planning Partnership (CPP). We are pleased to report that these arrangements are now secure and we are confident that the continuity of a strong and collaborative partnership approach, the delivery of robust and effective services, and a readiness to fulfill the requirements of the Community Justice (Scotland) Act 2016 are firmly in place.

We welcome Glasgow CPP's pledge to focus on nine key themes within the draft Community Justice Outcome Improvement Plan (CJOIP):

- Service user voice
- Prevention
- Communication
- Service and resource alignment
- Building protective factors
- Families
- Women
- Victims
- Throughcare

While this is still at draft outline stage, with final details and an action plan yet to be completed, the GCJA welcomes this clear commitment to community justice as we move forward.

# 05 Support, engagement, commitment

## Our people & our partners

The GCJA has always been a lean structure – just a Chief Officer, Planning Officer and Administrative Officer. Over 10 years, individuals have changed but the commitment of every member of staff, past and present, to the aims of the organisation has been absolutely constant.

Of course, nothing that the GCJA has achieved since our inception has been fostered in isolation – the success of our work is a measure of the collaborative approach which sits at the heart of our activities, crossing organisational boundaries and involving a wealth of partners and wider stakeholders including service users themselves.

We are fortunate too to have been supported by experienced professionals working on our behalf – the elected councillors who have led our board, and our statutory partners. While some have worked with us since our inception, some have joined along the way and some have moved on to new challenges, the engagement, commitment and support they have shown – at both a personal and organisational level – has been unwavering.

This has, indeed, been a partnership of organisations, but also of individuals and it is our pleasure to acknowledge their contribution here.

### Our current board members

**Councillor Pauline McKeever**  
Convenor (2015 – present)  
Vice Convenor (2012 – 2015)

**Bailie Anne Simpson**  
Vice Convenor (2016 – present)

**Bailie Philip Braat**

**Bailie Phil Greene**

**Councillor Matt Kerr**

**Bailie Hanif Raja**

**Councillor Martha Wardrop**

**Councillor Archie Graham**

Substitute Member

**Councillor Alistair Watson**

Substitute Member

### Our current Chief Officer

**Thomas Jackson**  
(2012 – present)

### Our past board members

**Bailie Elaine McDougall**  
Convenor (2012 – 2015)  
Vice Convenor (2006 – 2012)

**Councillor John McKenzie**  
Convenor (2006 – 2012)

**Councillor Stephen Curran**

**Councillor James Dornan**

**Councillor Jean McFadden**

**Councillor William O'Rourke**

**Councillor Mary Paris**

**Councillor Ruth Black**

### Our past Chief Officers

**Gillian Little**  
(2009 - 2012)

**Anne Connolly**  
(2006 – 2009)

### Our partners



# 06 A fitting conclusion

## Personal statements from our board members

As we close this Annual Report, our final published output as the GCJA, it is fitting to include the experiences of our board members, in their own words and at their request, as they prepare to leave their board positions.

### Councillor Pauline McKeever

“Since the inception of the GCJA, re-offending in Glasgow has been reducing. There are a number of reasons for this and within the 2016/17 Annual Report we highlight a number of GCJA's successes.

Two important contributions to our success are listening to all of the people affected by re-offending and working in partnership with a variety of partners to achieve our objectives. Reducing re-offending is a slow process, listening and working in partnership are key.

My hope is that the excellent work that has been implemented by the GCJA continues within the new structure.”

### Bailie Anne Simpson

“Since being appointed to the GCJA Board (relatively recently in March 2016) I have been impressed by the partnership approach between a wide range of services, led and supported by the GCJA.

This means there is a breadth of services being offered to those in the justice system who need them most, and helps to address the effects faced by their families.

Partnership working through the GCJA demonstrates a commitment to ultimately reducing criminality and re-offending and aims to ensure that Glasgow continues to be a safe place for all of its citizens.”

### Bailie Philip Braat

“The GCJA has proved to be a worthy partnership that has been effective in targeting services at those most in need of them.

The establishment of Tomorrow's Women Glasgow has offered a unique way for women in justice to address and resolve issues, and to access help for themselves and their families, through a cohesive approach by partners. Many of the participants talk of their lives being transformed through the help they have received.

The introduction of the One Glasgow Reducing Offending programme is targeted at young people in the justice system and brings together key partners to work on early intervention and diversion.

In terms of the forthcoming transition for CJAs to be placed in a community planning setting, I hope this will continue to provide the benefits that staff and partners have worked so hard to achieve in recent years.”

### Bailie Philip Greene

“I have been a member of the GCJA Board for a number of years, spanning the time it has been most effectively managed and directed by Tom Jackson and, in its initial stages, by Beth McMaster.

My perspective of the development of GCJA is, I suppose, somewhat unique in that I came into social work in Glasgow shortly after the old 'Probation Department' was integrated into mainstream 'Social Work' under what was then the new Strathclyde Region. Given the pressures on the service at that time, much of the energy and development monies were redirected

initially into child care and latterly into community care services. This left what would now encompass community justice services as the Cinderella service – underfunded and the least attractive area for those wishing to develop their careers to move into.

It was only with the introduction of ring-fenced funding from Central Government and, shortly before my retirement, with the demise of Strathclyde Region, that services for offenders and those offended against began to develop in any meaningful way”.

“As an elected member, I have been most heartened to note the gradual improvement and positive development of our CJA over the time I have been on the Board. It is common knowledge that Glasgow stands out as the most challenging of the eight CJAs given the sheer numbers of those passing through the judicial system and the degree of poverty and associated issues that this throws up for those working in the field of justice. Yet it is my firm belief that almost in spite of these presumed negatives, GCJA has blossomed and risen to the challenge by developing services that would only have been dreamt of twenty years ago. This is despite constrained budgets and has meant that working with partners and delving into new ways of working have been essential to offering a more inclusive and humane service to all of our citizens who are touched by the justice system.

I can fully understand why our Government has introduced the new national system and why, as a result, the CJAs are consigned to history. As a retiring Board member, I will watch keenly from the side lines to see that what was developed in Glasgow, with the invaluable assistance of our partners, continues to grow and blossom.”

### Bailie Hanif Raja

“The GCJA has good links, specific tailored services for those in need, and is constantly striving to make improvements where identified. This approach has been successful in providing those in justice with access to housing and employment and diversionary measures to ultimately reduce offending and re-offending. I am proud to have served on the GCJA's Board for the past four years.”

### Councillor Martha Wardrop

“Before joining the GCJA Board, I was aware that Scotland had one of the highest prison populations in Europe, and Glasgow had one of the highest incarceration rates of any Scottish local authority. I hoped to be able to push forward initiatives to reduce the number of residents that re-offend and support efforts to ensure there is adownward trend in the country's prison population.

Following on from the findings of the Commission on Women Offenders, there is evidence of progress in identifying ways to work with women to reduce their offending and the development of Tomorrow's Women Glasgow has provided vital resources for a multi-agency women's centre offering voluntary throughcare provision. The use of community sentences has become the norm for less serious crimes with the introduction of Community Payback Orders. The work with the Greater Glasgow and Clyde NHS to implement a Health and Justice Framework has been a significant step forward to ensuring that the health issues of people who have been convicted are addressed.

Going forward under the new governance structure, I hope that the work of the GCJA is embedded at the centre of community planning in Glasgow. Specific commitments to community-based services such as the Croft Family Visitor Centre are needed to ensure that there is ongoing support for the families and children of people who have been convicted.”

### Councillor Archie Graham OBE

“The achievements of the CJAs cannot be underestimated. Ground breaking initiatives such as the establishment of the drugs court and our efforts to stop the criminalisation of women being exploited in the sex industry have helped very vulnerable people and many of them have turned their lives around for the better as a result.

I am saddened by the Scottish Government's decision to wind up the CJAs but be assured that Glasgow City Council will make every effort to continue the good work associated with GCJA. Thank you to all the staff and board members who have been involved over the years.”



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**Glasgow Community Justice Authority**  
Suite 4(a) 4th Floor  
101 Portman Street  
Glasgow G41 1EJ  
Tel: 0141 287 0916  
Email: [communityjusticeauthority@glasgow.gov.uk](mailto:communityjusticeauthority@glasgow.gov.uk)  
Web: [www.glasgowcja.org.uk](http://www.glasgowcja.org.uk)  
Twitter: @GlasgowCJA



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