

Glasgow  
Criminal Justice  
Social Work Services  
Strategic Plan 2013-2015

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## FOREWARD

Welcome to the Glasgow Criminal Justice, Social Work (CJSW), Strategic Plan 2013-2015. This Plan has been produced to inform the public, service users and staff of the strategic priorities of criminal justice, social work services to reduce reoffending in Glasgow. It describes the planning structure, partnership working and the activity that is taking place to achieve national and local priorities.

Reoffending is a major problem, too many offenders end up in a constant cycle of offending, court appearance, sentence, release and reoffending. We know that an ex-offender is less likely to break the law if he or she has stable accommodation, has supportive family relationships and employment opportunities. We also know alcohol and drug addictions, mental and physical health are also important factors which influence criminal behaviours.

This plan therefore sets out proposals to improve the service response to these issues by:

- Setting out proposals for closer operational arrangements of services
- highlights the importance of good risk assessment and risk management practice
- identifies priorities areas of actions for the service
- identifies proposals to improve partnerships
- recognises it is outcomes for service users which matter most
- recognises the corporate and individual role social workers have in delivering public protection
- reasserts the professional values of the service which affirms the services ongoing commitment to delivering social justice

The Plan covers the period 2013-2015 and builds on the work described in the previous Criminal Justice, Social Work, Strategic Plan 2008-2011 and subsequent reviews.

**Sean Mc Kendrick**  
**Head of Service, Criminal Justice**  
**20/12/12**

### 1. INTRODUCTION

Welcome to the Glasgow Criminal Justice, Social Work (CJSW), Strategic Plan 2013-2015. This Plan has been produced to inform the public, service users and staff of the strategic priorities of CJSW services to reduce reoffending in Glasgow. It describes the planning structure, partnership working and the activity that is taking place to achieve national and local priorities. The plan is outcome focussed, by this we mean that it describes the activity that we have put in place to work with service users to achieve positive outcomes.

Glasgow CJSW services works with partners to address the priorities described in the [Community Justice Authority \(CJA\) Plan \(current plan 2011-2014\)](#). However, whilst there is no longer a statutory requirement to produce a CJSW services strategic plan, we believe such a plan is necessary to provide staff with a coherent and rational planning framework that describes the strategic purpose, direction, structure and priorities to be taken forward by the CJSW service. We believe the plan promotes engagement with Glasgow citizens and elected members and in the process promotes accountability to the public.

Since the production of the CJSW Strategic Plan 2008-2011 there has been significant change to how we plan and deliver services. Some of these changes have been described in the [CJSW Plan Review 2010-2011](#) and are within this plan.

#### 1.1 The Purpose of the Plan

The purpose of the plan is to:

- To enhance accountability to the citizens of Glasgow and their elected representatives by providing a clear statement of direction and purpose of Criminal Justice, Social Work Services over the life of the plan.
- To produce a statement of purpose and intentions that provides a basis for meaningful engagement with partner agencies over the co-ordination of work and appropriate allocation of resources.
- To provide a planning framework to be used to develop, monitor, review and improve service performance.
- To support operational staff by providing a coherent and rational framework that clarifies the structure, direction, purpose and priorities to be taken forward.

## 2. AIMS, VALUES AND PRIORITIES

### 2.1 Our Aims

Criminal Justice, social work services are committed to working with offenders with the aim to:

- tackle criminal behaviour and reduce risk of re-offending
- supervise offenders in the community and support reparation, restriction, rehabilitation and reintegration into the community
- assist prisoners to re-settle into the community after release from custody.

### 2.2 Our Values

The core values that underpin the work of Criminal Justice staff are:

- Support the criminal justice system and provide alternatives to custody
- promote public safety and reducing levels of re-offending
- respect the rights of offenders whilst seeking to ensure that their behaviour does not harm themselves or other people.
- recognise that the right to self-determination can involve risk and ensure that such risk is recognised and understood by all concerned and minimised wherever possible
- support individuals' efforts to cease from offending through social inclusion
- Uphold public trust and confidence in social work

### 2.3 Our Core Business

- Provision of CJSWR (Criminal Justice Social Work Reports) to courts,
- Supervision of individuals in the community, who are subject to Community Payback Orders and other forms of supervision
- Management of individuals subject to Unpaid Work Requirements
- Provision of Prison Throughcare Services
- Providing services which change behaviours and promotes desistance
- Work in partnership, where possible, with service users

### 2.4 Our Key Strategic Priorities

The following priorities have been identified to be taken forward over the life of this plan. The priorities will enable us to achieve the national standards, meet the requirements of CJA and deliver our local priorities to improve how we work with offenders and improve service delivery:

- **Further embed the Community Payback Orders**  
Improve the quality of unpaid work: pilot a social enterprise scheme which improves opportunities for offenders to change through enhancing employment opportunities.
- **Prison Throughcare**  
Review current practice, produce and implement an improvement plan within the first year of the plan.
- **Improve Performance**  
Improve service user engagement; develop an outcome approach to supervision; ensure approaches to support change are individualised and are drawn from research and high quality professional practice; continue our systematic approach to audit and sampling; use the lessons learned from audits and sampling to inform professional supervision; improve the governance arrangements in relation to programmed interventions and through partnership working develop a more holistic and inclusive service for our clients.
- **Improve Services For Women Offenders**  
Based on the recommendations from the Commission on Women Offenders, we will develop, with our partners, a Community Justice Centre. The centre will accommodate a variety of agencies; such as, addiction, health and social work services, who will work together to meet the holistic needs of women offenders. In the course of this service we will evaluate this development to understand its potential outcomes both for women and potentially for men.
- **Implementing the MAPPA (Multi Agency Public Protection Arrangements) Plan**  
CJSW will continue to work with partners to deliver the MAPPA Plan and the key objectives. Particularly, in the interface between MAPPA: the Adult Support and Protection Committee, Child Protection Committee, the controls in place to minimise risks and enable information sharing.

### 3. GLASGOW CONTEXT

Glasgow has the most ethnically diverse population in Scotland. In 2011 the population for Glasgow City was 598,830<sup>1</sup>, 23.9 per cent of the population are aged 16 to 29 years. This is a larger proportion of young people than Scotland, where 18.7 per cent are aged 16 to 29 years

#### Age Profile:

4,632 cases were open to CJSW in July 2012, these are shown in table 1, grouped by age. This showed that just under half of the cases (2,056) were aged 16 to 30 years. A further breakdown by gender shows this as 1,839 males and 217 females. However, the highest rate of offending by females (92), occur between the ages of 31 to 35.

**Table 1.** Open Cases to CJSW Service as at July 2012.

<b>Open Orders on CareJust</b>			
<b>Age Bands</b>	<b>Males</b>	<b>Female</b>	
Under 16	0	0	
16-17	73	8	
18-20	334	47	
21-25	694	75	
26-30	738	87	
31-35	574	92	
36-40	522	85	
41-45	427	69	
46-50	309	61	
51-55	231	16	
56-60	81	5	
61-65	56	1	
65+	47	0	
	<b>4086</b>	<b>546</b>	

In comparison with the rest of the UK, the City has some of the worst problems associated with alcohol and high levels of drug problems. Services are currently working with approximately 11,500 people with alcohol or drug misuse issues. In 2010/11, the rate of drug-related offences recorded per 100,000 of the Scottish population, Glasgow was the highest with 1,260 per 100,000. Over a 5 year period Glasgow has consistently had the highest rate of drug-related offences recorded per 100,000 population<sup>2</sup>

<sup>1</sup> National Records of Scotland: Glasgow City Council Area, August 2012

<sup>2</sup> ISD Scotland Report: Drug Misuse Statistics Scotland 2011

## SECTION 3

### Court Reports

Tables 2 and 3 below demonstrate the number of reports and risk assessments that have been completed by the CJSW staff over the period April 2011 to March 2012.

**Table 2.**

Reports provided by Glasgow CJSW for all Courts in Scotland 2011/2012<sup>3</sup>

Courts	Number of Reports	% of all Reports
High	139	2%
Sheriff Solemn	593	10%
Sheriff Summary	4209	72%
Stipendiary	924	16%
<b>Total within Scotland</b>	<b>5865</b>	<b>100%</b>

**Table 3. Risk Assessments Completed by CJSW 2011/2012 and number of High Risk Offenders**

	Risk Assessments	Number completed	Percentage of total completed
Pre-Sentence Social Enquiry Report or CJSW Report	Total Completed	4492	100%
	Assessed as: Very High Risk/Need	107	2.38%
	Assessed as: High Risk/Need	1320	29.4%
Post- Sentence Custody Reports	Total Completed	117	100%
	Assessed as: Very High Risk/Need	48	41%
	Assessed as: High Risk/Need	43	37%

<sup>3</sup> Source CareJust



## SECTION 3

Table 3 above shows the number of risk assessments completed pre and post sentence. Table 3 also highlights the percentage of these reports that relate to high risk offenders. We have divided these into categories “very high risk/need” and “high risk/need”.

4492 risk assessments were completed for offenders pre-sentence, of these, 107 (2.38%) offenders were assessed as “very high risk/need” and 1320 (29.4%) as “high risk/need”.

117 risk assessments were completed for offenders post-sentence, of these 48 (41%) offenders were assessed as “very high risk/need” and 43 (37%) as “high risk/need”. A total number of 91 offenders were assessed as either “very high” and “high risk/need”. That is (77%) of all post-sentence assessments.

There are a variety of benefits in understanding individual risk two of these include; informing the court that passes down the sentence of risk of re-offending and understanding which individuals or groups of individuals that require greater levels of service.

### **Custody profile:**

In spite of a number of national and local initiatives the number of people in prison continues to rise. The Scottish Prison population statistics show that during 2011-12, the average daily prison population increased by 4 percent (7,710) for men, while the female population increased by 8 percent (468). The young offender sentenced population showed a marked drop of 8 percent (556).

As at 30 June 2012 the highest proportion of women offenders in Prison came from the Glasgow area.

### **Gender profile:**

Research carried out on women reoffending in the City, shows that a significant number of women reoffend in Glasgow. The figures shown in Table 3 are from June to August 2011 it shows that 574 women were held in the Cells at London Road Police Station and of these 174 had a number of previous offences:

**Table 3.**

Previous Offences	Number of Women
10 + in last 12 months	15
5-9 in last 12 months	36
3-4 in last 12 months	60
2 in the last 12 months	63
First offence in last 12 months	400
Total	574

## SECTION 3

### **Socio-Economic Profile**

According to the Scottish Index of Multiple Deprivation, Glasgow City contains:

- 13% of the 20 most deprived neighbourhoods in Scotland;
- 31% of all income deprived neighbourhoods;
- 30% of all employment deprived areas;
- 33% of all health deprived neighbourhoods; and
- 28% of all education deprived neighbourhoods.
- Research shows that 52 percent of male and 71 percent of female adult prisoners have no education, training or employment qualifications.
- Around two-thirds of prisoners have been unemployed prior to going in to prison and three-quarters leave prison with no job to go to.

The levels of deprivation, and the current financial recession that we are experiencing in the UK are contributory factors to the rising number of offenders that social work services are working with on a day to day basis.

### **Community Payback Order – Unpaid Work (CPO UPW)**

The implementation of the Community Payback Order in February 2011 was one of the biggest changes experienced by CJSW Services for sometime. The implementation relies on more effective inter-agency and inter-discipline working to provide Courts with a reliable and robust community-based sentence for individuals.

There are on average, 713 clients on CPO UPW placements per week. Approximately, 588 clients go into squad placements and the remainder, 125, go into personal placements.

Each CPO UPW client has a case manager who is responsible for completing a CJSW assessment to assess the suitability of the client to undertake unpaid work. The case manager is also responsible for ensuring that the client complies with the order and attends the work placement. The case manager will also produce breach, review and/or completion reports for the Court.

### **The Fast Track initiative**

The Fast Track initiative was launched as a pilot by Glasgow City Council, with funding from the Scottish Government. It involves social work staff being located directly opposite Glasgow Sheriff Court, which means that offenders can be seen immediately after Court in a post sentence interview and placed on an unpaid work placement on the same day or within 24 hours of court. Figures from the commencement of the Fast Track Initiative (February 2011) until July 2012 indicate that of the 2,150

### SECTION 3

An evaluation of the Fast Track pilot initiative was commissioned in June 2011. The evaluation covered the period of one year from the start of the pilot (February 2011). Overall the findings show that the pilot has been a success, and that it has had a significant impact on both the efficiency and effectiveness of the management of community sentences. Some of the key findings that are attributed to the Fast Track process are listed below:

- The Fast Track process has brought about a significant increase in the number of offenders starting work within 7 days. Around 99% commence work within 7 days, where as in 2006-7, 25% commenced work within 21 days.
- More than 90% of offenders now start work within 24 hours of being sentenced.
- Attendance at first interviews is now significantly higher than before.
- There is evidence that overall attendance at placements has risen.

The Fast Track team was initially funded by the Scottish Government however this funding has now concluded but the success highlighted in the evaluation has led the service to be consolidated.

### **4. LEADERSHIP: THE CRIMINAL JUSTICE PLANNING STRUCTURE**

The CJSW services works with individuals who have either committed or have been charged with committing a criminal offence. Most are adults on statutory orders in the form of a community sentence or post-prison licence and a minority are subject to voluntary resettlement.

The key aims of the criminal justice planning structure is to provide leadership and direction for service improvement, monitor performance and deliver positive outcomes. It is also to ensure that funding, staffing resources and the skills of practitioners are used to best effect to meet our strategic aims, priorities and the national standards for social work services in the criminal justice system. Over recent years work has been done to significantly reduce the number of groups within the planning structure to become more efficient, effective and make better use of resources and existing planning structures that we can access when required.

#### **4.1 The Glasgow Community Justice Authority (CJA)**

The CJA has been established in Glasgow since April 2006. Their key responsibility 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 the Glasgow area. The CJA also distributes the national funding to criminal justice social work services. They ensure the co-operation and the sharing of information between CJSW service, the Scottish Prison Service, responsible authorities and partners. Criminal Justice, Social Work Services, work with partners to delivery on the priorities as outlined in the CJA second plan (2011-2014).

#### **4.2 Criminal Justice Senior Managers Group**

The group is chaired by the Assistant Director of Social Work Services. The membership of this group includes the three locality Heads of Social Work Services and the Head of Criminal Justice Social Work. Its objective is to provide strategic leadership and ensure that criminal justice social work services are delivering on national and local priorities. The establishment of this Senior Management group emphasises the significant priority that has been placed on ensuring a strong balance between local and city-wide development of effective criminal justice services in the City.

The group ensures that the local criminal justice teams and the criminal justice centre team operate within the requirements of both the CJA Plan and this, Criminal Justice Strategic Plan. The group oversee the financial framework, performance monitoring and ensure the most effective distribution of resources across the City to deliver effective and efficient criminal justice services.

### **4.3 The Criminal Justice Service Managers Group**

The service managers group meet on a regular basis with the Head of Criminal Justice to ensure that the CJSW teams are working to meet the strategic priorities, share information and develop solutions to practice issues with the aim to achieve a consistent approach to service delivery across the City.

### **4.4 Locality Criminal Justice Management Groups**

Each of the three locality criminal justice groups analyse local performance with a view to improve, find efficiencies and inform service delivery, while ensuring the best use of financial resources. Having the Locality Criminal Justice Groups in the planning structure ensures that the strategic messages are disseminated to operational staff.

The locality teams have developed six monthly local management reviews where local partners and practitioners come together to have solution focused discussions on practice, performance and partnership working.

### **4.5 The Effective Practice Group**

This group has been established to build on the findings of recent inspections and audits to improve performance monitoring and service delivery, strengthen service user engagement, improve practice based on the findings of significant case reviews and further develop an outcomes framework. The group have a lead role in developing effective practice bulletins and when required the development of procedural guidance for staff.

### **4.6 Community Payback Order (CPO) Group**

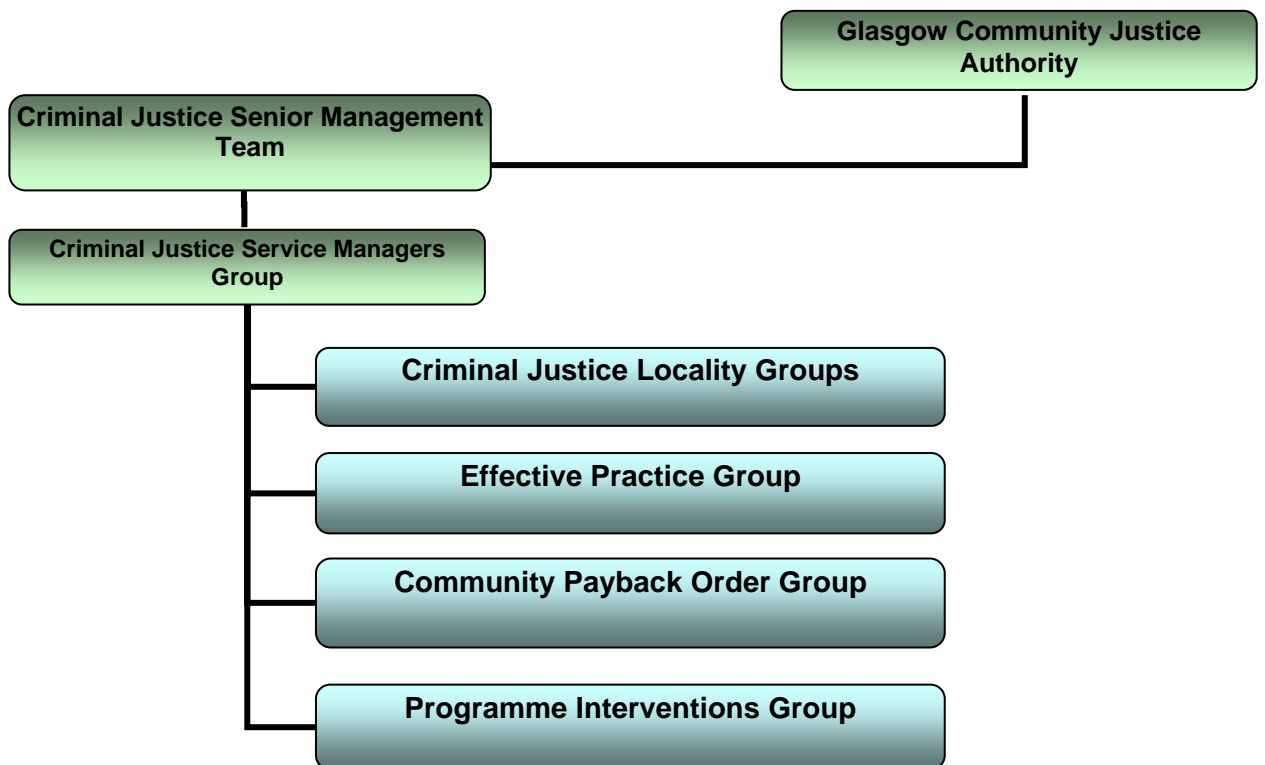
We have established a Community Payback Order group to ensure the implementation of the CPO in Glasgow. This group oversees staff training, the development of the Glasgow practice guidance and meets with partners to discuss the implementation of the Community Payback Orders.

### **4.7 Programme Interventions Group**

The programme interventions group was established to oversee and monitor the implementation of all programmed work across the city. The group ensure that criminal justice teams are aware of and adhere to the requirements for the delivery of accredited programmes and identify staff training requirements.

## SECTION 4

### CRIMINAL JUSTICE SOCIAL WORK PLANNING STRUCTURE 2012



### 5. Key Challenges

In this strategic plan we have identified a range of priorities that we see as critical in the delivery of the highest quality social work practice in Criminal Justice. This part of the plan reflects further context and identifies a range of critical issues:

#### 5.1 Organisational delivery arrangements

There are a number of issues which might impact on the delivery arrangements of Criminal Justice social work, most obviously is the current consultation of structures for community justice: this national consultation process resulted from a recommendation from the [Commission on Women Offenders](#) to create a single a national structure to deliver improvements in the organisational delivery of Criminal Justice Social Work to improve outcomes for service users.. The Commission also recommended more effective partnerships to deliver a more holistic approach to meeting the needs of women offenders. The current consultation on the integration of health and social care may also have an impact on the delivery arrangements for Criminal Justice Social work. The consultations will report back early next year and as a management team we are committed to engaging with staff on any changes that may impact on the current delivery of Criminal Justice Social Work.

#### 5.2 One Glasgow Reducing Re-offending

The purpose of the One Glasgow approach is to engage partners involved in the Criminal Justice system to increase their effectiveness and avoid duplication of effort. The approach sees information sharing as an essential starting point in this process. We have signed an Information sharing protocol with partners and hope to provide additional clarity on information governance over the coming weeks with an aim of ensuring that the information available when making judgements about services users is both contemporaneous and of high quality.

#### 5.3 Ongoing implementation of LSCMi

At the start of 2013 the Practice Audit team will publish a report on the implementation and management of the LSCMI process, whilst the report will reflect some of the many excellent practice examples it will also identify areas of progress. To this end we require to ensure we develop a robust action plan to remedy any shortcomings. All staff have a responsibility to ensure that the tool is used effectively as the toll assist in identifying areas where intervention is required to either protect the public and/or offer appropriate opportunities for change for individuals.

### **5.4 Managing the impact of Welfare Reform and the financial challenges**

The coming years will see radical changes to welfare: these changes will impact on the majority of our service users: we have a responsibility to minimise any negative impact of the change. A reduction in public spending and a likely increase of financial hardship will also have a significant impact on service users and may act together to result in an increase in demand for service. We are well placed to manage this, but are mindful of the requirement to ensure there is effective oversight of demand.

### **5.5 Measuring outcomes and Carefirst 6**

The implementation of the personalisation agenda and the requirement to evidence outcomes for service users will have an increasing influence on the day to day work of the service over the coming years. The implementation of the of the Outcome Star or similar outcome measurement tool and Carefirst 6 will result in significant training for staff early in 2013 this alongside the ongoing use of LSCMI will influence the practice of workers; in their thinking of and delivering a more outcome focused service.



## 6. EFFECTIVE PRACTICE

### 6.1 One Glasgow

The **One Glasgow** approach is led by the Chief Executives and Chief Officers from the following Organisations: Glasgow City Council, NHS Greater Glasgow and Clyde, Strathclyde Police, Strathclyde Fire and Rescue, Glasgow Housing Association, Department of Work and Pensions and Job Centre Plus.

The expectation of the One Glasgow approach is to enable organisations to continue to provide effective services that meet the needs of the citizens of Glasgow, while working in a time of financial and resource reduction. The purpose of the approach is to enable partners to work collaboratively to:

- Redesign services through joint working to deliver improved outcomes using evidenced approaches,
- Reduce duplication, 'de clutter' service provision by streamlining joint processes and stop doing some things, and
- Redirect resources to more effective service approaches

A key priority of One Glasgow is to "Reduce offending targeted at those aged 12 to 25 involved in anti social behaviour or in the criminal justice system, including prison leavers. The main objectives to achieve this priority are:

- Earlier intervention and a proactive approach to prevention,
- Outcome based targets and commissioning,
- Clearer programmes of work and pathways across partner services,
- Better targeting of services based on need,
- Improved working with the third sector, particularly in community based services; and
- Improved case management and practice.

Research tells us that desistance (meaning to cease and refrain from offending) is constructed in the interfaces between age and maturation, developing social bonds and the life transitions associated with them, and the attitudes, motivations and narrative constructions that offenders or ex-offenders develop as their lives progress. Therefore our services and interventions need to target these areas to ensure desistance is realised.

## 6.2 Whole System Approach

We are working with the Youth Justice service to facilitate the development of maturity by enabling people to take responsibility, manage life transitions more positively, develop positive social ties, and we will achieve this providing support and by recognising service user capacity to recognise their own potential.

This is being done through the ***whole system approach*** that fits well with the One Glasgow approach, it involves putting in place streamlined and consistent planning, assessment and decision making processes for and with young people who offend, ensuring they receive the right help at the right time. The ethos of the whole system approach suggests that many young people could and should be diverted from statutory measures, prosecution and custody through early intervention and robust community alternatives. The whole system approach works across all systems and agencies, ensuring a cohesive approach to working with young people. The whole system approach is being implemented in Glasgow to reduce offending of young people aged 18 and under.

## 6.3 The Glasgow Women Offender Diversion Pilot

The Pilot is examining the potential benefits of a fully developed and co-ordinated approach to diversion from prosecution. The Police, Prosecutor Fiscals, Social Workers, Glasgow Community Safety Services and Glasgow Community Justice Authority are piloting this multi-agency approach to identify and work with women offenders who are likely to benefit most from diversion from prosecution. This is done through applying a 'whole system approach', as described above. The providers in this are criminal justice social work: a health professional and an addictions worker. Their objective underpinned by a new approach to information sharing and meeting the holistic needs of women is to co-ordinate and deliver effective service which challenge and support individuals, reduce duplication of effort and make more efficient use of resources.

## 6.4 Housing Options Model

The ***Housing Options Model*** recognises the limited scale of social housing resources in the City. It involves increased joint working across housing, social work, health, employment services and voluntary organisations to provide information and support. It is a person focused approach that looks for the best options for the individual. CJSW services are working with colleagues in GHA, Housing Options programme to obtain housing allocations for individuals leaving prison.

### 6.5 CareJust 6

The Council's Criminal Justice and Information systems teams are working in partnership with the software providers on the development of **Carejust 6**, the new information management system for Criminal Justice. The new system is web based and it will have a number of benefits for staff and service users. The new system has been completely redesigned and will have features such as:

- A new supervision action plan aligned with SMART criteria;
- A section for recording chronology from different parts of the system.
- Like the wider CareFirst 6 system in general, there is a facility to design input forms which follow established business processes such as community payback review report or unpaid work risk assessment form. The three key advantages of these forms are that:
  - They make the recording process easier and less resource intensive for workers
  - The forms form an integral part of the service user record, and
  - They enable us to capture key data items for performance

We are also working with Scottish Government and other authority's that use Carejust on the integration of information recorded on the LSCMI IT tool with Carejust6.

### 6.6 Contract Management Framework

The **Contract Management Framework** has been reviewed and revised, in collaboration with commissioning teams, care managers and service providers. The key principles of the revised framework is to focus resources where they are required most, earlier identification and intervention of issues, concerns and risks and ensuring that the collection and recording of relevant information is more structured and consistent across care groups. This allows us to work with providers, to discuss change; to get the right services that meet the needs of our service users.

### 6.7 The Effective Practice Group

CJSW services are committed to continually improve practice and service delivery. This is being overseen by the Effective Practice Group, previously shown in Section 4. The group make relative changes and improvements to professional practice based on the results of self-evaluation, sampling of reports, audits and recommendations from independent inspections.

In June 2009, the Scottish Government published the findings of a national multiagency inspection into work with high risk of harm sexual and violent offenders. The Social Care Social Work Inspection Service (SCSWIS) worked with all local authorities in Scotland and facilitated a self-evaluation into their work with these individuals. The self-evaluation was completed within a framework containing 5 inter-related categories of outcomes; impact, key processes, staff, and leadership. These categories incorporated a total of 33 performance indicators, including, the quality of risk assessments, measures to reduce the risk of harm, feedback from key partners and to child and adult protection systems.

The findings from this process were put into the [Glasgow High Risk offenders Action Plan](#). Most of the actions have now been completed or incorporated in to the action plan of the Effective Practice Group to improve practice and/or service delivery.

Through the work of the Effective Practice Group, and the ongoing regime of auditing and sampling, staff training is being undertaken in relation to the following areas:

- Home Background Reports - to provide managers and practitioners the opportunity to benchmark good practice.
- Criminal Justice Social Work Reports (Domestic Abuse offences) - Domestic Abuse Briefings, linked to the SARA training to link the risk assessment tool to wider practice based issues.
- FRAME and LS/CMi - Development sessions for managers and practitioners which links theory to practice, highlights responsibilities of First Line Managers, and explores practice based issues.

## 6.8 MAPPA Arrangement in Glasgow

The purpose of the MAPPA is to minimise the potential risk each sex offender may pose by requiring the Police, the Scottish Prison Service and Local Authorities to work together to assess and manage such risks.

The operation of MAPPA is overseen by the MAPPA Strategic Oversight Group. Over the last three years this group has produced an annual report on the progress made in delivering a key objective of the service: protection of the public. Listed below is the progress made against each of the relevant MAPPA key objectives, these are taken from [MAPPA Annual Report 2011-2012](#):

**Objective 1** There is ongoing consideration on how to improve joint working and levels of effectiveness however, the co-location of all relevant services is not practical at this time.

**Objective 2** Both the Child Protection and Adult Support and Protection protocols have been developed and are currently being implemented across the City. The purpose of the protocol is to aid joint working between Strathclyde Police and Social Work Services. Both protocols were subject to consultation and staff engagement and have been authorised by the Child Protection and Adult Support and Protection Committees.

**Objective 3** In order to improve the joint working between MAPPA and the Registered Social Landlords (RSLs) an information sharing protocol has been put in place. Matching offenders to appropriate accommodation to meet their risks and needs continues to be challenging. The roles and responsibilities of the Sexual Offenders Liaison Officers (SOLO) have been clarified, improved recording and the introduction of common criteria for decision making have helped to streamline the matching process.

**Objective 5** The introduction of Multi Agency Public Protection Arrangements (MAPPA) National Guidance 2012 (version 1) and conclusions drawn from audit activity has resulted in a refresh of the training programme. The training will focus on contingency planning and promoting the Good Lives model where the focus is on positive goal setting and individual strengths rather than deficits.

**Objective 6** Strathclyde Police have developed options to streamline the process for managing level 1 offenders, as a recent audit showed that there was inconsistent practice across the three Glasgow Divisions. A national process maybe required due to the move to a single national police force.

**Objective 7** Ongoing work has been undertaken to improve the links between MAPPA and Victim Support organisations. Briefing sessions have been carried out with Victim Support Scotland and Social Work Services continue to liaise with the Violence Against Women Partnership.

**Objective 8** The environmental screening process provides a comprehensive profile of the potential address and surrounding neighbourhood that is being considered to accommodate an offender, which is then considered against the offender's profile. Accommodation is only allocated after careful scrutiny. A review of the options to refresh the environmental screening process is currently underway by Strathclyde Police and Social Work Services.

**Objective 9** The MAPPA Operations Group have agreed to audit six cases per month against the criteria set out in the MAPPA guidance. This work began in March 2012.

**Objective 10** The significant case review guidance has been reviewed and distributed to all relevant partners.

**Objective 11** The MAPPA Co-ordinator provides a monthly report to Glasgow MAPPA Operations Group and a quarterly report to the Strategic Oversight Group on performance in relation to the Scottish Government indicators.

## 6.9 Training Pathway

Recently a training pathway has been developed that clearly shows the mandatory training that all criminal justice staff need to undertake, this is further broken down to show the additional training required by either social workers or social care workers.

We are aware that it is no longer effective or efficient to take people away from their work place for training, therefore, we have set up a process that enables staff to choose the topics that they feel they need further information or ongoing support. This training is being provided in the area teams.

## 6.10 LCMSI

**The Level of Service/Case Management Inventory: An Offender Assessment System (LCMSI)** is a nationally developed initiative to create a consistent Scotland-wide approach to the assessment of service user's needs and risks. The training is a modular approach to equip qualified practitioners in criminal justice settings with knowledge and skills in the use and application of the (LSCMI). The course content includes identifying and assessing the risk of serious harm, and a brief introduction to risk management planning. This is a 5-day mandatory criminal justice programme.

An additional ½ day is set aside for testing candidate's competence in using IT systems. When successfully completed permission is then granted for use of the IT system attached to the LSCMI model. To date, all but 2 criminal justice social workers in Glasgow have completed the LSCMI training.

Local quality assurance measures through sampling monitor and review the practice gained over time. The provision of mentors' combined with quality assurance measures act as indicators for refresher training and provide a reference point for practitioners with questions on the application of the LSCMI. The practice audit team have recently undertaken a significant audit of our work in this area and will publish this in mid January 2013. An action plan will be developed in response to the plan

## 6.11 Spousal Assault Risk Assessment Guide (SARA)

The SARA assessment screens for risk factors in individuals suspected of or convicted of an offence of spousal assault ( domestic violence). The SARA can help determine the degree to which an individual poses a threat to their spouse, children, family members, or other people involved.

This is a one day course, followed by a half-day assessment briefing which aims to ensure that those who complete the training have the fundamental skills required to apply the SARA risk assessment tool and undertake assessments of perpetrators of domestic abuse.

## 7. AN OUTCOME FOCUSED APPROACH TO SERVICE DELIVERY

### 7.1 Engaging with Service Users

Work with service providers through the contract management framework and visits by staff to individual placements ensures regular liaison arrangements with service providers and service users.

CJSW have convened a series of service user focus groups within existing groupwork and unpaid work activities and are currently reviewing the service user feedback questionnaire that is given to all service users.

### 7.2 Developing Positive Outcomes for Service Users

Glasgow CJSW recently held a one day event on the development of appropriate outcomes for service users. This event was attended by a range of staff across the service and included guests from the Scottish Government, Glasgow Criminal Justice Authority and a Professor of Criminology & Social Work at the University of Glasgow. The event used a logic model approach as a means of identifying outcomes. Following this event a range of positive outcomes were identified for service users, these are reflected in 4 broad generic themes, as follows:

- **Outcome 1: Improving Health** – this reflects the significant themes of alcohol and drug misuse as well as mental and psychological well being, which are already recorded.
- **Outcome 2: Reducing the Risk of Re-offending** – the LSCMi identifies factors that are likely to impact on the risk of re-offending.
- **Outcome 3: Changing Attitudes toward Offending** - measuring individual attitudes towards offending by using Crime PICS 11 G scale.
- **Outcome 4: Employability** – the long term link between employability and reduction in offending is well established. The City has a well developed approach to employability and has a measurement system which can be incorporated into CJSW practice.

CJSW staff and services specific to the criminal justice system realise that addressing the underlying issues for individual offenders, such as; improving access to addiction services, homelessness services, benefits and appropriate health services can improve stability and reduce re-offending.



## 8. WHAT WE ARE DOING TO ACHIEVE BETTER OUTCOMES

### 8.1 OUTCOME 1: IMPROVING HEALTH

Improving the health of offenders is intrinsically linked to the broader work of Glasgow CJA. Some of the key action points are to ensure that all offenders in the community and in custody are registered with a local GP. We are working together to achieve greater consistency and continuity in referrals and treatment for mental health and addiction services. Listed below are some key changes that have been made to achieve this outcome:

- The responsibility for providing prisoner health care transferred to the NHS, on 1 November 2011, this is a national approach to develop a consistent approach to health assessments, referrals and continuity of treatment between custody and the community, to improve registering with GPs and improve addictions and mental health care.
- The Drug Court Action Plan reflects the changing nature of substance misuse and the need to ensure treatment programs and associated health interventions address the needs of service users.
- Medic and nursing interventions enable service users to receive a comprehensive health assessment that negotiates with general practitioners and acute/specialist services. This is particularly relevant where sexual health or blood borne virus issues are prevalent. Additionally, Drug Court Health and social care staff are now trained in assessing and managing poly substance use. Health staff are trained in the management of stimulants and alcohol. This is relevant when it relates to the additional use of illicit opiates and prescribed medication.
- The Drug Court is familiar with identifying and managing mild to moderate mental health issues. Both health and social care staff are now delivering psycho-social interventions as part of supporting services users in their recovery. Staff are also liaising with community mental health services where more specialist assessments are required.
- Criminal Justice Services continue to work in close partnership with Glasgow Addiction services recognising the inextricable link between chaotic substance use and offending behaviour. Close working arrangements are being further developed through joint strategic opportunities. There is a greater emphasis on developing initiatives and approaches that improve outcomes for criminal justice service users resulting from the interventions by addiction staff.



We are working closely with Addiction services, Strathclyde Police, Glasgow Community Safety Services and COPFS to deliver comprehensive responses to managing offenders where chaotic substance use is a key influencing factor. Through the addiction services we have helped determine the service user outcome priorities for offenders with associated chaotic substance issues. A comprehensive review of Glasgow Addiction Services will be completed by 2013. It is recognised that a key principle of this review will focus on managing and addressing child and adult vulnerabilities. Consequently, we will focus on how best addiction services meet statutory requirements, aid and support diversion and ensure that service users have access to appropriate and timely treatment and care options that assist with the reduction of offending behaviour.

- Good Practice Guidelines for CJSW staff working with and supporting Individuals with Autism Spectrum Disorders (ASD) was produced in 2011.

## 8.2 OUTCOME 2: REDUCING THE RISK OF RE-OFFENDING

The recent [Audit Scotland Report](#) is the latest of a number of reports to note the significant numbers of people re-offending. The report recognised that this is a major problem and appropriate interventions are vital to addressing the issue. No one agency can stop reoffending alone, critical to making a difference is the need for partnership working with key agencies such as health, housing, education, employment organisations and voluntary organisations that support offenders.

Work is being done to ensure there is greater sharing of relevant information between agencies to obtain a consistent approach to risk assessment and risk management. Listed below are some of the initiatives that we have put in place to address re-offending for both females and males:

- **Offender Management Strategies**

In line with the recent Audit Scotland report and in particular to the work of the Reducing Re-offending programme, Scotland's prison population, both remand and sentenced prisoners, continues to rise year on year. Increasingly, evidence also shows that short term prison sentences in particular are not effective in reducing reoffending.

Centre Criminal Justice Social Work Services are involved in extensive work to deliver and evaluate alternative strategies for the management of offenders. The continued promotion of the Fast Track Scheme for Community Payback Orders along with Supervised Bail, Diversion Schemes and Structured Deferred Sentence will be crucial areas that will contribute to reducing the prison population and the wider longer term aim of reducing offending.

Through the Criminal Justice Board (CJB) Action Plan this will help facilitate the sharing of information between criminal justice practitioners on alternative strategies for the management of offenders. The above court services will aid and support appropriate decision making by providing Courts with evidence on the effectiveness of alternative offender management strategies. There is an intention, with the assistance of the CJB, to assess the impact of the recommendations of the Making Justice Work and Reducing Re-offending programmes to ensure court criminal Justice services respond to them effectively. Additionally the Short Term Prisoner pilot and the Women's Offender pilot will help shape the evidence base for such recommendations.

- **Roll Out of the new LSCMI Risk Assessment and Management tool**

The implementation of a new risk assessment and management tool is a further change to Social Work practice this should ensure consistency of assessment and care management. The individualised nature of this assessment ensures the range of needs are being properly assessed; this is quality assured by sampling and auditing of assessment and by reviews for individual service users, chaired by a first line manager. This level of scrutiny ensures that there is equality of access to interventions: support services to address criminogenic need are made available: there is managerial scrutiny over the progress made and service users and providers have an opportunity to develop a personalisation approach to service delivery their service.

- **218 Service**

The 218 Service for women offenders in Glasgow was described in the Commission on Women Offenders report as an “excellent women-specific service”. The service has been designed to meet the complex needs of women offenders. Women who use the service at 218 identified significant decreases in drug and/or alcohol use (83 per cent), improvements in their health and wellbeing (67 per cent), access to stable accommodation and referrals to longer-term support.

Work is underway to review the 218 Service to ensure that the models of multi-agency service provision are consistent with models of provision in the community. Work is underway to strengthen the pathways in to and out of the service. This will ensure that the robust linkage with community services; supports women’s transitions from the residential unit or day services to community services, seamlessly.

The developments within the 218 Service provision are in tandem with the work underway to respond to the recommendations of the Commission on women’s offending and will act as a strong base on which to further develop our service provision for women in the City.

- **Partner Support Groupwork**

The CJSW have commissioned Glasgow Community Safety Services, ASSIST Team, to provide partner support for those service users who have been selected to attend the domestic abuse groupwork programme. The programme is based on the Caledonia model of partner support. ASSIST will provide the partner with the same support that they currently provide to women who decide to go through the domestic abuse court process. ASSIST intervention is focused on safety planning with a partner or ex-partner and the children. This process will be reviewed in late 2012 and decisions taken about further commissioning of the service in early in 2013.

### ▪ **Drug Court Team**

Following the recommendations from the Commission on Women Offenders, the Drug Court action plan has identified the need to prioritise increased female referrals. There is evidence that many women present with multiple complex needs that require an intensive and flexible approach to managing their needs. In the light of the Commission's recommendation to introduce a problem solving court and/or the development of a criminal justice centre, the Drug Court model will be reviewed to determine how it reflects the needs of women offenders.

The multi-disciplinary approach offered within the Drug Court enables a proactive intensive engagement that is often required to support women in addressing chaotic substance use and associated offending behaviours.

### ▪ **Personalisation**

Personalisation aims to improve people's quality of life by empowering them, so that they have greater choice and control over their lives and the support that they receive. It is about tailoring support to meet individual needs and aspirations. Some CJSW service users have used this process to access services, but the numbers remain low at present. How we fit personalisation with the court mandated sentence is currently a matter for our effective practice group who in the first part of 2013 will provide a discussion paper on the issue

### ▪ **Homelessness**

Criminal Justice Prison Social Work Services are actively involved in a multi-agency pilot response to managing the needs of short term prisoners released from custody.

A key component of this pilot initiative centres on tenancy sustainment supports, prevention of evictions and where appropriate, the offer of suitable temporary accommodation. This multi agency response is demonstrating positive outcomes for prisoners remaining in the community and will require continued development with key housing providers. A key priority is to ensure that information sharing protocols are further developed.

Additional activity is underway through ongoing discussions with Homeless services and Registered Social Landlord's (RSL) to consider the feasibility of providing specific supported housing arrangements that will help prevent or minimise the risk of return to prison. These initiatives specifically focus on supporting women offenders.

Prison Social Work services continue to work closely with Homeless casework services and the Scottish Prison Service, Offender management in the comprehensive risk management process for prisoners. This is particularly crucial in developing housing and accommodation options for long term prisoners and those prisoners where they have been convicted for sexual offences.

In addition there are three specialist Criminal Justice projects providing supported accommodation to offenders in the City. These include a supported accommodation unit; accommodation for women and a range of temporary furnished flats.

- **Women's mentoring Service**

The SACRO Women's Mentoring Service is a new female-only service which offers support to women who are involved in the criminal justice system. The service aims to reduce levels of reoffending and statutory breaches while supporting women towards positive community reintegration.

Women, initially work with a support worker with a view to being linked with a female volunteer mentor. Through the development of a supportive relationship with this mentor, reoffending will be reduced as the women's self esteem and confidence increases.

Women themselves often remark on how necessary this support is in stopping them reoffending and indeed in managing to adhere to conditions of statutory orders such as Probation or Community Payback Orders."

- **Community Payback Orders (CPO)**

The Community Payback Order replaced provisions for Community Service Orders, Probation Orders and Supervised Attendance Orders. A Community Payback Order is an alternative to custody and offers offenders the chance to make reparation for their offences by undertaking unpaid work to the benefit of communities. In Glasgow we want this process to be two fold, we want offenders to payback to the community and in addition we want to introduce the person to new skills, gain accreditation where possible and experience a work routine. Listed below are some of the approaches we have put in place in Glasgow to achieve this:

- **Glasgow Community Safety Services (GCSS)** work in partnership with CJSW Services to deliver the unpaid team work element of Community Payback Orders. This is delivered through the Community Reparation service. In 2010/11 the service received over 18,000 referrals and delivered over 17,000 placements working seven days a week.

- The service uses a reparative approach with offenders, which results in them contributing towards cleaning, maintaining and enhancing areas of Glasgow as part of the City's Clean Glasgow Strategy. This approach supports community reintegration and promotion of rehabilitation of offenders, whilst creating a visible reparation service that local communities benefit from significantly.
- **Sacro**, in partnership with CJSW, are delivering a Community Payback Service. The aim of this service is to support individuals who have been involved in offending to complete Community Service court orders, creating opportunities to give something back to the community and to deliver a service of real benefit to members of the community.
- **GESH** a voluntary organisation in the North East of Glasgow are providing a range of 'payback' placement opportunities for people made subject to an unpaid work order who are based in the North East area. They provide a free seasonal gardening and decorating service to vulnerable and elderly people in the local communities, repairing and maintaining decoration and gardens, on request. They also respond to community organisation request to remove graffiti, clear waste ground, maintain the internal and external up-keep of local community resources, including community cafes. Individuals on unpaid work are supported to develop basic skills to undertake this work. A number of those on unpaid work have remained involved with GESH as volunteers and helpers after the completion of their unpaid work orders due to a sense of value and ownership gained while on unpaid work placement.
- The service is hopeful of developing unpaid work into some form of social enterprise in order to deliver on a number of our practice commitments.

### 8.3 OUTCOME 3: CHANGING ATTITUDES TOWARDS OFFENDING

#### **Shortened Constructs Programme Pilot**

The Constructs programme targets attitudes, beliefs and values which influence thoughts and behaviour contributing to offending. With the consent of the Scottish Government, Criminal Justice has piloted a shortened version of the Constructs: based on feedback from those participating and delivering the 26 week groupwork programme. This was piloted and amended and the second version of the programme is currently being delivered in two localities. Early feedback from the pilot is that the programme is retaining a significantly higher number of participants than the unabridged programme. The pilot programmes remain under review and amendment.

#### **Change Programme**

The Change Programme is a structured programme of offence focussed groupwork undertaken with those convicted of domestic abuse offences, and assessed as suitable to undertake the programme. It aims to challenge and change attitudes, values thoughts and behaviours which underpin domestic abuse and support and challenge participants to recognise the impact of their offending on their partners and children. It is a skills based programme offering an opportunity to learn and develop skills to build and sustain healthy non-abusive relationships. It is currently run in all three localities in conjunction with the pilot Assist support to ex/partners, and in tandem with multi-agency safety planning processes for ex/partners and children via MARAC.

#### **Individual Offence Focussed work**

Individual offence focussed work is undertaken via Probation Orders, CPO Supervision Requirements or post-custody supervision. The implementation of LS/CMi has enabled practitioners to be more structured in their assessment of offending related needs, and subsequently target their interventions accordingly. Staff are expected to work with service users, to develop and implement, Case Management Plans, which adhere to SMART (Specific, Measurable, Achievable, Realistic, time-bound) principles. We are in discussions with the Risk Management Authority on how we develop our approach to community supervision of offenders.

#### **Victim Awareness**

The introduction of the Community Payback Order reinforced the expectation that Criminal Justice Social Work practitioners will address issues of victim awareness with individuals who are subject to statutory supervision.



## 8.4 OUTCOME 4: EMPLOYABILITY

Those working within the CJSW service fully appreciate that focusing on positive and realistic goals, building structure and routine, entering employment, training, or education, and making affirmative life changes can all help towards rehabilitation and aid in reducing reoffending.

The importance of supporting ex-offenders into employment has been well-researched within the criminal justice system. Research shows that employment reduces the risk of re-offending by between a third and a half.

**The Bridging Service** is a city-wide team of employment advisers within Glasgow's Regeneration Agency offering client-centred and holistic advice and support to clients referred from Health and Social Work Services, including CJSW. The aim of the service is to help people progress into employment, education, training and voluntary work.

Between 11 April to 12 March 2012 CJSW staff made 493 referrals to the Bridging Service. A key focus for 2013 will be continuing to increase the proportion of service users engaged with employability services, as well as making the most of the opportunity to provide employability support as a formal part of the Community Payback Order.

**Glasgow Life** has piloted the provision of an Adult Literacy Tutor in one of the localities and from a central criminal justice base at Norfolk Street. The co-location arrangement has developed staff understanding of the supports available to service users via the ALN network, and reduced the barriers for service users in entering service as they are supported in by their case manager. A Criminal Justice specific programme has been developed to take account of the learning gathered in the project in relation to CJ service users particular and specific additional needs as adult learners. The models of service delivery are under review to modify as we learn from existing pilots.

### ▪ Public Protection Responsibilities

Good practice in the delivery of our public protection responsibilities includes information sharing, communication and co-ordination between both partner agencies and services for adults (Adult Support and Protection procedures), children (Child Protection procedures) and CJSW and co-ordination between existing arrangements by Multi-Agency Public Protection Arrangements (MAPPA).

The Multiagency Public Protection Arrangements (MAPPA) were introduced in Scotland in 2007 to provide a consistent approach to the management of offenders across all local authority and police force areas, providing a framework for assessing and managing the risk posed by some of those offenders.



## 9. PERFORMANCE

As previously mentioned the Community Payback Order came into affect on 1<sup>st</sup> February 2011. Therefore, the performance indicators below in Table 3, are new indicators that came into effect for period 2011-2012. Although some of the targets have not been met, the figures show that the implementation of CPO has been successful and that there has been significant progress. The reviews take place every three months, therefore, it was difficult to meet the target in the first year because of the introduction of the process.

**Table 4.**

Measures & Links	2011-12		2012-13 Target
	Target	Actual	
<b>Community Payback Orders</b>			
Number of new CPOs (NEW)	-	1487	-
% of work placements commenced within 7 days of sentence	75%	80%	75%
<b>Case Management Plans</b>			
% of CPOs with a Case Management Plan within 20 days	75%	54%	75%
<b>Reviews</b>			
Number of reviews within reporting period	75%	57%	-
Attendance Rate	75%	70%	75%

## 10. FINANCIAL INFORMATION

Criminal Justice Section 27 grant-funded services are split into “Core” and “Non-Core”:

- Core services are mainstream services where availability occurs on a Scotland wide basis,
- Non-Core services are, in general, support services such as Supported Accommodation and Arrest Referral, and are divided between those initiated by the Scottish Government and those locally initiated. The Scottish Government provides 100% funding for these services.

In the financial year 2011/12 the funding allocated to Glasgow City Council was as follows:

Core Funding	£11,792,692
Non-Core funding	£ 6,660,275

<b>Total</b>	<b>£18,452,967</b>
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The Scottish Government may also approve additional funding in respect of Intensive Support Packages (ISP's) for offenders on statutory supervision.

Additional funding has been approved as follows:

ISP funding	£ 96,471
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<b>Total revised funding</b>	<b>£18,549,438</b>
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Key Strategic Priorities	Action Priority	Year 1 2013	Year 2 2014	Year 3 2015
1. Further embed Community Payback Orders	1	Work with CJA to consult with communities on how best to use unpaid work	Further embed the CPO unpaid work and monitor the quality of the service.  Act on any deficits identified within this review	Review the progress of social enterprise model and implement plan
	2	Develop "Other Activity" placements and ensure accreditation for these, where appropriate		
	3	Manage service – build on the evaluation findings. Ensure service redesign which delivers on the evaluation		
	4	Build consensus on developing a social enterprise model with our partners for service users / ex – service users.		
2. Continued service quality improvement	1	Implement an action plan based on the findings of the LCSMI Audit	Evaluate and refresh the LCSMI training.	
	2	Establish training pathway plans for all members of staff		

Key Strategic Priorities	Action Priority	Year 1 2013	Year 2 2014	Year 3 2015
	3	Implementation of the HRO SEQ Action Plan		
	4	Build in ongoing staff and service self-evaluation of Throughcare		
	5	Produce and implement a Throughcare improvement plan		
	6	Improve joint working with other partner agencies.		
3. Embed an outcome focused approach to assessment and support management	1	Establish an outcomes measure tool. Implement staff training and practice change	Connect the LCSMI reviews to the outcome focused approach.	
	2	Influence the national approach to the outcomes focused assessment.		
4. Improve performance monitoring	1	On going performance monitoring at area level and citywide.	Use the new CareFirst 6 to improve performance reporting	
	2	Continue sampling report and link to staff supervision and practice improvement.		
	3	Implement LCSMI new version 2.	Build on the data being produced from LSCMI to direct resources /develop interventions	

Key Strategic Priorities	Action Priority	Year 1 2013	Year 2 2014	Year 3 2015
5. Further develop programmed interventions	1	Co-ordinate and monitor programmes across the city	Develop a method to measure pre and post programme effectiveness.	
	2	Identify staff training needs to delivery programmes		
	3	Identify and consider other relevant programmes		
	4	Implement and review programme management manual.		
6. Improve engagement with service users	1	Develop a process for engagement based on the addiction model.  Implement the model building on the work of the CJA effective practice group	Engage service users in meaningful review and co-production of services ;building on the Community Justice centre model	
7. Implement MAPPA Annual Plan	1	Further develop the interface between MAPPA: the Adult Support and Protection Committee, Child Protection Committee. Continue attempts to agree an ISP with all RSL s and roll out mou s with RSLs,	Review the ISP in light of the One Glasgow approach	
8. Women's Services	1	Develop and implement the women's community justice centre	Review the effectiveness of the women's criminal justice centre.	

Key Strategic Priorities	Action Priority	Year 1 2013	Year 2 2014	Year 3 2015
	2	Implement the diversion scheme for women		
	3	Review and modernise the 218 Project.		