



**Northern
Community
Justice
Authority**

**Final
Annual Report
2016/17**

Bringing Together Partners to Reduce
Reoffending in the North of Scotland

A word from our Convener

As Convener of the Northern Community Justice Authority (Northern CJA) it is my pleasure to present our final Annual Report for 2016/2017. On 31 March 2017 CJAs across Scotland will be disestablished therefore this report will only reflect our performance during the first 6 months of the reporting year.

This Report fulfils our duty to report annually to Scottish Ministers as required by the Management of Offenders etc. (Scotland) Act 2005. This has been the final year of the Area Plan period of 2014-2017, and a tremendous amount of work has been undertaken by the Northern CJA and partners towards achieving the actions agreed for our Annual Plan for the year.

The purpose of the Northern CJA is to bring a range of partners together for the specific purpose of reducing reoffending and I am delighted to see that our reconviction rates have fallen again overall (figures published by Scottish Government in May 2016). This is against a backdrop of a continued reduction in levels of recorded crime. Other key achievements of the Northern CJA and partners can be found in Section 3 of this Report.

I would like to record my thanks and appreciation to all Northern CJA Members and substitute Members who have represented their local authorities on the Northern CJA during its eleven years of operation. Many hours of their time have been given up to attend CJA meetings and events and given the size and extent of the Northern CJA this commitment has been considerable and their efforts have been greatly appreciated.

I would also like to take this opportunity to thank all CJA staff, past and present, who have worked to support the CJA during its eleven years. Their work in the background, both at a local and national level has ensured that we have fulfilled our statutory obligations and maintained the focus on reducing reoffending.

We are, of course, operating during a period of significant change within the world of community justice. CJAs will cease to exist from 31 March 2017 and responsibility for this agenda will transfer to Community Justice Partners locally and a national body, Community Justice Scotland, which will provide oversight and assurance to Ministers. A new five-year Community Justice Strategy has been developed, alongside a Performance and Outcomes Improvement Framework. Community Justice Partners in each of our local authority areas have put in place their own form of Community Justice Partnerships during this shadow year. Whilst locally and nationally these partnerships vary from area to area I am confident they will continue to work collectively to deliver the reducing reoffending agenda and we wish them success.

As can be seen from the evidence in this report, the Northern CJA continues to work to bring our public and 3rd sector partners together with an overall aim of reducing reoffending in the north of Scotland, and I would finally like to record my thanks to our partners for their continued engagement and contributions to the work of the CJA during our final year.



**John Divers,
Northern CJA Convener**

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Executive Summary

Background

The Northern Community Justice Authority is one of eight CJAs in Scotland responsible for bringing together a range of partners with the purpose of working together to reduce reoffending. The Authority covers the seven local authority areas of Aberdeen City, Aberdeenshire, Eilean Siar, Highland, Moray, the Orkney Islands and the Shetland Islands. This is our final Annual Report and covers part of the final year of 2016-17.

Summary

The Northern CJA reconviction rate has fallen from 32.6% from the 2005/06 cohort of offenders to 25.1% for the 2013/14 cohort, as shown by the latest figures published in 2016, and since 2006/07 recorded Group 1 – 5 crime rates within the Northern CJA have fallen by 43.25% from 57,025 down to 32,358.

Community Payback Orders were introduced in 2011/12 to replace Community Service Orders, Probation Orders and Supervised Attendance Orders. The number of hours of unpaid work undertaken by offenders remains reasonably steady at around 180,000 to 200,000 per year of successfully completed CPOs. Numbers of new CPOs and of new Requirements have changed very little overall, over the whole NCJA area, during the last 12 months.

Northern CJA partners have continued to be actively involved in the development of community services into the new HMP & YOI Grampian, which opened in March 2014 as Scotland's only multi regime prison holding adult males, adult females, young females and the remand population. The prison also has the first Community Integration Unit for both men and women. Although the prison experienced challenges over the first few months since opening, community links continue to be built, and the Northern CJA and partners remain committed to this approach.

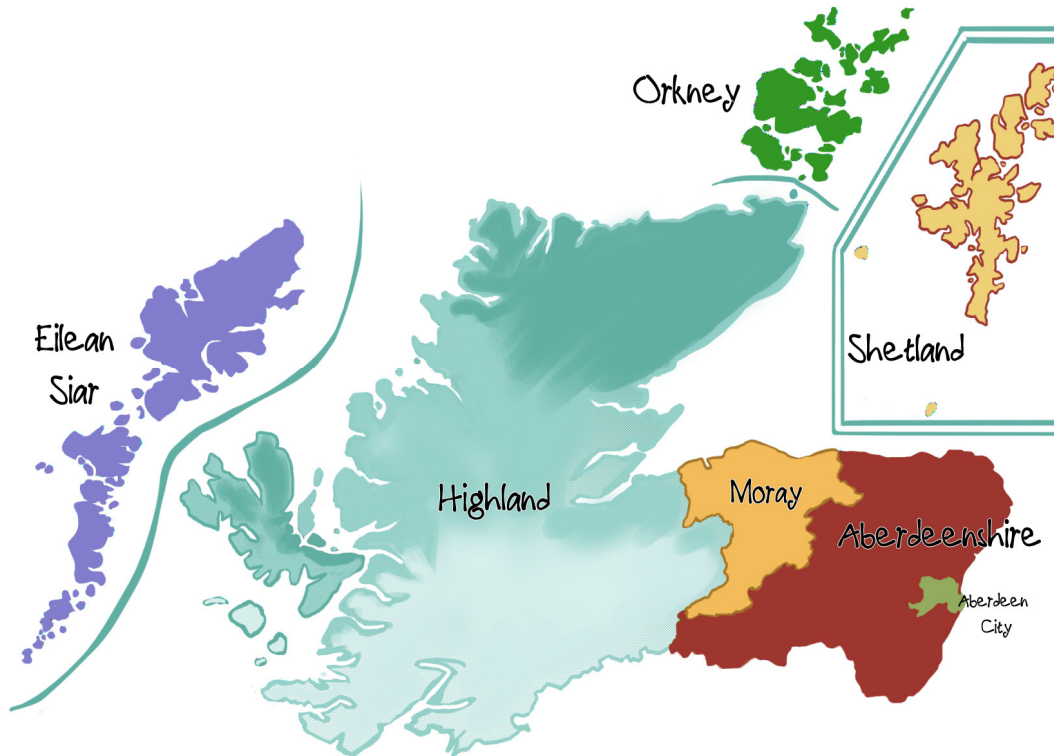
And finally

The Northern Community Justice Authority, like all CJAs will be disestablished as of 31 March 2017. We wish all local Community Justice Partnerships well in continuing to deliver the reducing reoffending agenda along with success for the new national body, Community Justice Scotland.

Section 1 - Introduction

Scotland's eight CJAs were established by the Management of Offenders etc (Scotland) Act 2005 with the task of **working in partnership to reduce re-offending and contribute towards a safer and stronger Scotland.**

The Northern CJA covers the local authority areas of Aberdeen City, Aberdeenshire, Eilean Siar, Highland, Moray, Orkney Islands and Shetland Islands, having a combined population of around 840,950 (2010 estimates) which makes us the second largest CJA in terms of population. Having by far the largest area in terms of square miles we cover a diverse range of communities including Scotland's third largest city, semi-rural, rural and island communities.



Map courtesy of Virginie Billet

The Northern CJA comprises an elected Member (and substitute Member) from each local authority. A Chief Officer is employed to carry out the functions of the CJA, with the help of support staff.

CJAs bring together a broad range of agencies to coordinate the delivery of quality services for offenders and their families at a local level. This partnership working reflects the challenges involved - recognising that **no single agency can manage a reduction in re-offending.** CJAs, local authorities and the Scottish Prison Service share a special relationship defined as a “duty to co-operate”. CJAs’ statutory partners include these “duty to co-operate” partners, as well as Police Scotland, Crown Office and Procurator Fiscal Service (COPFS), Scottish Courts and Tribunals Service, NHS and 3rd Sector Organisations.

<p>Northern CJA’s Statutory Partners: Local Authorities Scottish Prison Service Scottish Courts and Tribunals Service Police Scotland COPFS NHS</p>	<p>Northern CJA’s 3rd Sector partners include: Victim Support Scotland Sacro Apex Scotland Action for Children Turning Point Scotland Venture Trust</p>
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Section 2 – How we added value

The primary focus of all Community Justice Authorities is the reduction of reoffending in our local areas:

Our Vision

The Northern CJA will work through partnership to reduce reoffending and make Scotland a safer and stronger country.

Our Mission

Community Justice Authorities, in order to create a safer Scotland will, through strategic planning and oversight, ensure the availability of services designed to reduce reoffending and promote multi-agency participation in working with offenders.

As devolved public bodies with strategic planning, monitoring and reporting functions, CJAs' functions (as outlined in the legislation) included the following:

- To prepare, in consultation with its partner bodies and Scottish Ministers, an **area plan** for reducing re-offending;
- To submit this plan to Ministers; and to **monitor and report** annually on compliance;
- To **promote good practice** in the management of offenders;
- To act as the **accountable body** for the management of the Criminal Justice Social Work (Section 27) grant funding.

Planning

2016-17 is the final year of the 2014-17 Area Plan period and the final year of the CJA. This shortened version of our Annual Report covers the first half of the 2016-17 year as CJAs are being disestablished on 31 March 2017. The Action Plan is drafted, in consultation with partners, in order to work towards implementation of the agreed Area Plan objectives on a year by year basis, and is also submitted to Scottish Government for consideration. This Annual Report references our activity during the first six months performance against the annual Action Plan for 2016/17.

Finance

The CJA ensures that Section 27 funding is allocated appropriately and used for the intended purpose. Members receive finance reports at their quarterly meetings, with audited accounts being submitted annually. Our Income and Expenditure Account for the year ended 31 March 2016 can be found at Appendix 1 of this Report.

Monitoring and Reporting

By meeting quarterly, and reviewing performance of partners against approved plans, the Northern CJA ensures partnership working and cooperation takes place in working towards agreed outcomes. The Northern CJA Joint Officer Group, which reports in to the Northern CJA itself, brings together senior level representatives from partner agencies to provide leadership on strategic/policy/planning issues arising in the delivery and on-going review of the Area and Action Plans, as well as to address issues/challenges and share good practice. The Joint Officer Group also oversees the implementation of the Area and Action Plans and monitors the achievement of Plan objectives, and reports thereon to the Northern CJA.

In addition to the above key groups, Managers from the seven local authorities meet:

- as the Criminal Justice Performance and Practice Sub Group, to ensure delivery of the Plans, while at the same time improving communication as well as performance and practice (via the development of quality assurance tools and audit); and
- with the Northern CJA Training and Development Officer, as the Training and Workforce Development Sub Group, to identify training needs and solutions across the Northern CJA area.

Promoting Good Practice

The Northern CJA promotes good practice locally and nationally. This is done in a variety of ways. The Northern CJA office produces a quarterly newsletter following each Northern CJA meeting which provides an update on the main topics discussed at the meetings, as well as other relevant developments from across the Northern CJA and nationally. The newsletter is disseminated to a wide audience, including contacts within statutory and 3rd sector partner organisations, ADPs, CPPs, sheriffs' clerks, MSPs, Aberdeen Bar Association, and the Sheriff Principal's office. Media coverage is reported to the Northern CJA at each quarterly meeting. The Northern CJA also maintains a website containing a wide range of information about its activities, as well as being a forum for publication of plans, meeting papers, news items, etc.

Northern CJA and National Community Justice Issues

At a national level, the eight CJA Chief Officers meet every month to share practice and discuss national issues. The CJA Conveners also meet together, every six weeks, and Chief Officers attend these meetings. This ensures there is continuity and common purpose across the CJA areas. The Northern CJA Chief Officer currently is the portfolio holder (from the national Chief Officers Group) in respect of High Risk Offenders.

CJAs collectively and singly feed in to nationally-instigated reviews, etc, including Scottish Government consultations, to ensure that local issues are taken into account in such reviews, and Chief Officers share responsibility for representing CJAs on national groups such as Scottish Government Reducing Reoffending Programme Boards and various national groups in respect of Community Justice Redesign.

Community Justice Redesign

Much of the past 18 months has seen CJAs across Scotland being involved in the redesign of Community Justice and the transformation from the 8 CJAs to the 32 local Community Justice Partnerships. These partnerships have evolved during their shadow year (2016-17) to become a wide ranging method of local delivery. The new national body, Community Justice Scotland, which is being seen as an equal partner in the new Community Justice 'world' will be expected to provide expert leadership and drive the delivery of the National Strategy and Performance and Outcome Improvement Framework.

Section 3 - Key Achievements

Reconviction Rates (% of offenders reconvicted within one year)

Northern CJA one year reconviction rates have continued their downwards trend, having fallen for the sixth year in succession, and now stand at a 9 year low of 25.1% and is the lowest in Scotland. It should be noted in the tables below that reconviction rates are shown two years after the year of conviction, therefore the figures for the 2013/14 cohort of offenders are the most up to date.

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Scotland	32.4	31.2	31.5	30.6	30.1	29.2	28.6	28.3
Northern CJA	30.7	31.4	30.8	29.8	29.1	28.9	26.3	25.1
Aberdeen City and Aberdeenshire*	30.7	33.5	32.6	31.5	31.6	30.0	27.6	26.6
Highland	31.0	29.5	28.2	27.5	25.7	26.7	25.9	24.0
Moray	30.0	30.6	30.5	29.2	27.3	29.7	23.0	23.3

* As the majority of Aberdeenshire Sheriff Court business is conducted in Aberdeen, figures from courts in both areas are combined.

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013-14
Eilean Siar	35.4	31.6	25.9	24.0	18.9	29.8	22.8	18.6
Orkney Islands	22.0	27.7	25.0	33.3	22.6	25.9	21.9	13.8
Shetland Islands	31.3	24.1	29.7	22.2	28.7	26.8	16.2	20.0

The Islands authorities are shown separately – their lower numbers of offenders make for more erratic annual figures around reconviction rates. However, the eight year average reconviction rate figures in the final column show that, for all three island authorities, their rate is below the annual rate for Scotland as a whole.

Reconviction rates for all offenders, women offenders, 16-20 year old offenders and 21-25 year old offenders as recorded for the 2006-07 cohort and the 2013-14 cohort are shown below.

Overall Reconviction Rates			
Area	2006-07 Cohort	2013-14 Cohort	% change
Aberdeen City and Aberdeenshire *	30.7%	26.6%	-4.1%
Eilean Siar	35.4%	18.6%	-16.8%
Highland	31.0%	24.0%	-7.0%
Moray	30.0%	23.3%	-6.7%
Orkney Islands	22.0%	13.8%	-8.2%
Shetland Islands	31.3%	20.0%	-11.3%
Northern CJA	30.7%	25.1%	-5.6%

Reconviction Rates - Women			
Area	2006-07 Cohort	2013-14 Cohort	% change
Aberdeen City and Aberdeenshire *	30.4%	20.3%	-10.1%
Eilean Siar	**	**	**
Highland	25.1%	23.6%	-1.5%
Moray	26.2%	14.6%	-11.6%
Orkney Islands	**	**	**
Shetland Islands	**	**	**
Northern CJA	28.5%	20.1%	-8.4%

Reconviction Rates – Under 21			
Area	2006-07 Cohort	2013-14 Cohort	% change
Aberdeen City and Aberdeenshire *	38.3%	36.4%	-1.9%
Eilean Siar	**	**	**
Highland	40.6%	29.8%	10.8%
Moray	34.6%	30.8%	3.8%
Orkney Islands	**	**	**
Shetland Islands	**	**	**
Northern CJA	39.0%	32.9%	-6.1%

Reconviction Rates – 21 - 25			
Area	2006-07 Cohort	2013-14 Cohort	% change
Aberdeen City and Aberdeenshire *	34.5%	27.1%	-7.4%
Eilean Siar	**	**	**
Highland	32.3%	23.8%	-8.5%
Moray	28.8%	26.9%	-1.9%
Orkney Islands	**	**	**
Shetland Islands	**	**	**
Northern CJA	32.7%	25.8%	-6.9%

* As the majority of Aberdeenshire Sheriff Court business is conducted in Aberdeen, figures from courts in both areas are combined.

** Numbers of offenders too small to show overall trends

Recorded Crime Rates

The start of 2013-14 saw the introduction of a single police force for Scotland. Police Scotland welcomed a continued reduction in Group 1 – 5 crimes recorded for 2015/16. In the Northern CJA area there has been a drop of 43.25% (24,667 crimes) overall for the period from 2006/07.

Recorded Crime				
Area	2006-07	2015-16	Reduction	% change
Aberdeen City	23,322	14,301	9,021	-38.68%
Aberdeenshire	10,527	6,232	4,295	-40.80%
Eilean Siar	1,125	468	657	-58.40%
Highland	14,872	7,563	7,309	-49.15%
Moray	5,900	2,857	3,043	-51.57%
Orkney Islands	497	324	173	-34.80%
Shetland Islands	782	613	169	-21.60%
Northern CJA	57,025	32,358	24,667	-43.25%

Northern CJA persons in custody

Whilst the numbers of crimes being recorded show significant reductions and the reconviction rates are reducing year on year, this is not reflected in the numbers of persons in custody except for young offenders. The Northern CJA welcomes the significant reduction in young offenders in custody and hopefully, over time this will be reflected in the overall prison population. Major changes to the imprisonment of women are underway and this may also effect change in time. Over the years it has become apparent that the use of remand is prevalent and that sentences are becoming longer therefore the knock on effect is increased prison population. Comparative figures (effectively a snapshot in time) are shown in the tables below;

Totals in Custody			
Area	September 2007	September 2016	+/-
Aberdeen City	318	303	-15
Aberdeenshire	113	133	+20
Eilean Siar	16	11	-5
Highland	169	195	+26
Moray	62	69	+7
Orkney Islands	6	7	+1
Shetland Islands	10	20	+10
Northern CJA	694	738	+44

Women in Custody			
Area	September 2007	September 2016	+/-
Aberdeen City	20	30	+10
Aberdeenshire	11	11	0
Eilean Siar	0	1	+1
Highland	13	12	-1
Moray	6	4	-2
Orkney Islands	0	0	0
Shetland Islands	1	2	+1
Northern CJA	51	60	+9

All 16 – 20 year olds in Custody			
Area	September 2007	September 2016	+/-
Aberdeen City	32	25	-7
Aberdeenshire	13	8	-5
Eilean Siar	5	1	-4
Highland	23	12	-11
Moray	11	4	-7
Orkney Islands	0	0	0
Shetland Islands	3	0	-3
Northern CJA	87	50	-37

Section 4 - Our progress during the year

Strategic Objective 1 – Reducing Reoffending

Objective/Action: Continue to work to reduce reoffending (and the related 1 year reconviction rate).

Northern CJA reconviction rates;

2006-07	30.7%
2013-14 (latest figures)	25.1% (the lowest in Scotland)
Overall Reduction	-5.6%

Strategic Objective 2 – Victims

Objective/Action: Ensure victim’s issues remain central to Northern CJA and partner plans to reduce reoffending.

Target: Ensure victims’ issues remain central to Northern CJA and partner plans to reduce reoffending

The Northern CJA receives regular updates on victims’ issues and service outcomes from Victim Support Scotland and other agencies providing support to victims. Victim Support Scotland (VSS) provides emotional support, practical help and essential information to victims, witnesses and others affected by crime. The service exists in all local authority areas of Scotland, and although there is no permanent presence in the Western Isles, support is provided in a variety of ways on a case by case basis. The most recent referral figures give an idea of the volume of victims provided with or offered a service.

Number of Referrals by Source

Service	Local Authority	VSS Helpline	Other Agency	Police	Self	VIA	Witness Service	Totals
VS Highland	1	0	66	2796	22	3	1	2890
VS Orkney	0	0	5	133	1	0	0	139
VS Shetland	2	0	3	156	4	0	0	165
VS Western Isles	0	0	2	154	2	0	0	158
VS Moray	15	1	21	134	11	0	10	192
VS Aberdeenshire	0	3	34	294	22	3	5	361
VS Aberdeen City	2	0	70	3897	64	5	2	4041

The Sacro Youth and Adult Restorative Justice Service continues to provide opportunities for victims to participate in the restorative justice process, and referral systems between Sacro and VSS have been reviewed to ensure that information is shared appropriately.

In Aberdeen City and Aberdeenshire, the Caledonian women’s service (provided through Criminal Justice Social Work) continue to offer emotional and practical support to women and children subject to

domestic abuse; and the Violence against Women Partnership created a coordinators post which should allow further development of the service and appropriate links.

A pilot service was run through Police Scotland and Criminal Justice Social Work to offer early intervention and services for those involved in domestic abuse incidents. Operation Gains was funded by the Aberdeen Alcohol and Drugs Partnership and enables CJSW services to attend with the police to incidents where substance misuse had been involved. This allowed immediate support to be put in place for victims and families.

Sacro continue to work with victims through the person harmed and person responsible in Community Safety (neighbourhood disputes), Restorative Practices in schools, getting young people to understand restorative principles and Restorative Justice through Direct Measures from the Police and Schools and through Diversion from Prosecution. Staff are undertaking the Mental Health First Aid and Mental Health and Young People First Aid, as well as working on training in restorative practice and conflict resolution to support Victims through their journey

Strategic Objective 3 - Early Intervention, Prevention and Young People Who Offend

Objective/Action: Maintain the focus of NCJA and partners on Early Intervention and Prevention, and the Whole System Approach, to support members of our communities who offend or who are at risk of offending, and to further reduce the number of young people entering the criminal justice system and custody in particular.

The Whole Systems Approach is in use across the Northern CJA area with a firm commitment to the early intervention and prevention agenda. This work across the CJA has seen the numbers of young people offending and reoffending reduce significantly. This involves close working between Criminal Justice and Youth Justice colleagues. Our Diversion processes for young people are well established and performing effectively.

As previously reported, but still relevant in 2016-17 a wide range of services and agencies support the early intervention, prevention and whole systems approach (WSA) agenda e.g.

- The Media Access Project (MAP) at HMP & YOI Grampian support prisoners to learn new skills within the prison and make links with supporting agencies and supports in the community. 30% of their participants are under the age of 24.
- Moving On Highland provides a holistic voluntary throughcare service to young people in custody returning to Highland communities. From April to September 2016 they have engaged with 12 young men unfortunately two have returned to custody but are the only two out of a total of 53 young men engaged with since the service commenced.
- There are currently three mentors providing mentoring services through the 'New Routes' PSP for young people leaving custody, with a caseload of around 70 individuals. 84% of cases have to date engaged with community supports and activities and 83% have achieved their intended medium term outcomes.
- Apex continue to provide an Intensive Support Service (ISS) for young people in Aberdeen City at risk of being placed in secure care and other individuals identified through youth justice services. Their involvement in the delivery of the Whole Systems Approach is expected to continue with a new funding package being in place from 1 April 2017.
- Sacro's adult restorative justice service has seen an increase in the number of young people involved in the service, with 96% of referrals involving 16 and 17 year olds. Sacro are also now delivering a support service to young people within HMP & YOI Grampian, and their Covesea project in Moray has supported 45 young people. They also provide a court support service for young people appearing in Aberdeen Sheriff Court. This service works in partnership with SCRA (Scottish

Children's Reporters Association), Social Work, COPFS and other agencies to promote alternatives to remand where possible.

- Turning Point Scotland offer the ORCA project in Aberdeenshire for young people at risk of offending and the practitioner has been working at capacity. Referrals for this service are taken from both police and Social Work.
- In Aberdeenshire, the role of 'young persons' court support worker' ensures that those appearing in court receive appropriate advice.
- Sacro continue to develop the Intensive Support (ISS) programme and support young people to Court and in Custody through youth justice engagement. Sacro continue to work to GIRFEC and the Whole Systems Approach and will work with schools at early intervention to offer support and guidance to alleviate offending behaviours. The service works with local communities and Police Scotland to share best practice and to support local community policing initiatives, in areas of identified need.
- Sacro figures for 2016-17 quarters 1 and 2 include;
 - Court Support - working with 99 young people and delivering 610hrs of direct contact through court.
 - ISS - In the reporting period the service attempted to engage with the young person/s referred (10 YP) 598 times this was met with an 88% success rate.
 - In the reporting period direct contact with service users totalled at 1,050 hours. This offers a range of allocated support time ranging from 1-3 hours.
- Ongoing partnership working across agencies within the Aberdeen Youth Justice partnership, through the strategic and responsible outcome groups, to develop provision in line with CPP and local outcome improvement plans.

Strategic Objective 4 – Women Offenders

Objective/Action: Ensure provision of person-centred, evidence-lead, gender-specific support/services/interventions for Female Offenders, taking cognisance of the 2012 recommendations of the Women Offenders Commission

Since 2012 the Northern CJA has allocated funding specifically for services to women offenders. This funding was increased in 2015 by additional funding coming from Scottish Government. It should also be noted that the Shine women offenders mentoring service has also contributed significantly to women offenders and helping to reduce reoffending.

As previously reported there are two gender specific services running in the Northern CJA area – the Connections Women's Centre in Aberdeen, and the 'LIFT' programme in Highland. These services have altered their staffing over the last year to better suit increasing demands. The pilot of a 'Problem Solving Court' also commenced in Aberdeen in November 2015. Workers involved in the projects continue to be encouraged by the outcomes seen in the women attending and are enthusiastic to develop the services further. Both services have been developing evaluation and monitoring systems that will, over a period of time, begin to demonstrate measureable outcomes for those women attending the projects.

Aberdeenshire and Moray Criminal Justice Social Work teams have been developing drop-in services for women in their areas. Logic models have been drawn up and service users have been involved in looking at potential activities. The Aberdeenshire service is planning to run from a centre within Peterhead, which will be shared with common services such as substance misuse, employability services, unpaid work and group work programme providers. Due to low numbers and the geographical spread of women on the three islands, specific women's services are not practical. Instead, each woman is individually assessed and a suitable range of supports and interventions are coordinated to meet her needs. A wide range of partner agencies feed into the holistic provision of support for women in the Northern CJA area and new links are continuing to develop. A few examples of some of the input is described below:

- Action for Children's Gael Og project delivers the female offending behaviour awareness group, with thirty five women accessing the group between April and September 2016.

- The Media Access Project at HMP & YOI Grampian targeted weekly sessions for female prisoners
- Funded by the Fairer Aberdeen Fund, Operation Begonia continues to run in Aberdeen City, involving Police Scotland, CJSW and a range of support services for women involved in prostitution.
- Venture Trust have engaged with over 40 women over the year, 15 of whom went on to experience the wilderness residential course. 5 of these women have moved onto further education or employment and one women has moved into train as a peer mentor.
- Shine continues to deliver mentoring services across the area, with 2.5FTE mentors in place. Community referrals remain low, however prison referrals are at a level that mean staff are working at capacity.
- APEX continue to deliver acupuncture and relaxation sessions for women, including within the Connections Women's centre. APEX have also delivered the first female only CSCS training programme within HMP & YOI Grampian.
- Apex and Sacro continue to offer the Shine Women's mentoring programme for women leaving custody and at high risk of going into custody. The work in partnership with HMP & YOI Grampian, Highland CJSW women's group, Aberdeen City Women's Connections team. This includes working with and supporting women on community sentences, by supporting them to overcome the barriers which make it difficult for them to complete their hours on Community Payback Orders.
- The Sacro Community Payback Service at Peterhead has established a Women's Group that addresses both the Unpaid Work and the Other Activity element of gender focused Service Users' CPOs. The female only attendees group provides a safe environment in which women can discuss topics of relevance. Sessions to date have included; Self-esteem & Self-concept, communication, discrimination & victim awareness.

During 2016/17 the Northern CJA maintained funding of £80,000 for services for women offenders. The distribution of this remained as per previous years, with £35,000 to Aberdeen City to support their Connections Women's Programme, £20,000 to Aberdeenshire to support the post of Women's Support Worker (held in conjunction with APEX), and £25,000 to Highland to support the Women's LIFT project. In addition to this, the Scottish Government issued a further £187,500 to the Northern CJA to distribute to local authority services specifically to support the expansion of Bail Supervision and Early Stage Diversion initiatives for women who have offended. This was distributed and utilised locally as follows:

Area	Funding	Service Development
Aberdeen City	£104,845	Part funding of a post within the pre-disposal team to help support women on bail supervision and diversion, and linking to the connections women's centre. Remaining funds were utilised to continue the post of Senior Practitioner within the connection centre to enable the management, delivery and development of activities to best suit local needs.
Aberdeenshire	£52,512	Funding a part time social work post to work alongside the women's support worker and further develop services and practices for women, particularly more complex cases
Highland	£74,350	Funding a part time support worker to work alongside the women's social worker, purchase of equipment including running kit to improve fitness and allow raising money for charity, and improving access to the LIFT programme and its activities.
Moray	£15,768	A small amount of funding was used to facilitate some gender specific training on working with women. Funding was also used on a case by case basis to provide additional support to women within their own homes. Moray have put in place child care provision to women so they can attend unpaid work placements. Current staffing shortages and recruitment issues have impacted on the recruitment to a post for developing services for women offenders.
Eilean Siar	£6,956	Funding allowed a member of staff to commence Mental Health Officer training, enabling the service to better respond to mental health needs
Orkney	£6,188	A part funded post within children's services has developed as a result of the funding, allowing an appropriately trained female youth justice worker

to plug a gap in service provision locally, including managing diversion cases.

Shetland	£6,881	Funding has been utilised to help promote self-esteem, health, confidence and personal care. A member of staff has also been enabled to travel to meet with mainland services to gain insight into different approaches and access different resources for working with women.
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Strategic Objective 5 – High Risk Offenders including Domestic Abuse Perpetrators

Objective/Action: Ensure provision of person-centred, evidence-lead support, services and interventions for high risk offenders including perpetrators of domestic abuse

The operation of MAPPA across the NCJA is overseen by the NCJA MAPPA Strategic Oversight Group, with local management in Grampian and Highland & Islands being via the respective Grampian and Highland & Islands Management Groups. Having been in operation for some 9 years across the area, MAPPA is well established and is subject of ongoing review to ensure that best practice is adopted and that learning is gleaned from experience. Memoranda of Understanding and Information Sharing Protocols are reviewed and refreshed regularly and in light of changes in local or national process or guidance.

The extension of MAPPA to incorporate High Risk of Serious Harm Offenders went live on 31 March 2016. The NCJA benefitted from Grampian having been heavily involved in the piloting of a new document set that is related to the extension, but also now adopted in respect of all MAPPA Level 2 and 3 cases, throughout 2015/16. Extensive training and awareness inputs to relevant staff was undertaken in the months prior to “go live”, with partner agencies and the combined MAPPA being in a sound position to accept “Extension” cases, and to fully utilise the new document set. At the time of reporting 8 High Risk of Serious Harm cases have been subject of MAPPA processes.

Local Example;

The Scottish Government allocated additional Section 27 funding for community sentences, of which Moray’s percentage share was £35,840. Moray Criminal Justice Team appointed a full time temporary Social Worker from 10 October 2016 to work with perpetrators of domestic abuse who have either been sentenced or who can be diverted from prosecution. This worker will engage with members of the Domestic Abuse Partnership to ensure that preventative work meets the needs of the Moray Community.

Moray are fully involved in working with the MFMC programme. Currently they have been working on the pre programme material with clients on a 2:1 basis, and the group work programme is fully established in Moray.

Strategic Objective 6 – Pre-disposal

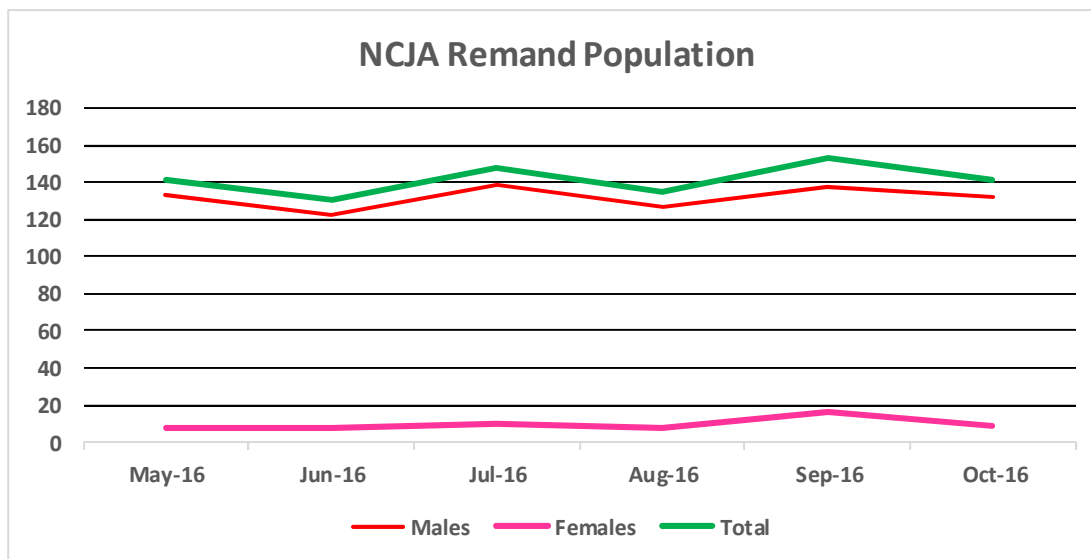
Objective/Action: Increase the focus on Pre-Disposal measures where appropriate, including diversion from prosecution, alternatives to remand, and other direct measures.

Additional monies were allocated in September 2015 to promote the use of alternatives to custody for women (see Objective 4), however the short term nature of the funding (to be utilised by 31st March 2016) and the reliance on the fiscal to recommend such orders impacted on services ability to influence the overall number of cases commencing. Services have however reported an increase in the number of bail supervision and diversion orders, and it is noted that there has been a resultant strain on services delivering these orders within existing resources, particularly for the smaller workforces in the islands.

Limited management data for police and fiscal direct measures and court disposals are available as the recording system accessible to the CJA has not been updated since November 2015. The following table relates to Procurator Fiscal case marking decisions for 2014-15 and 2015-16. The number of cases marked rose by 2.5% which is contrasted by the number of Fiscal direct measures increasing by 10.5%. We might highlight the increase in the number of Fiscal work offers and diversion both of which saw a significant rise.

	2014/15	2015/16
Fiscal Fine & Compensation	220	299
Compensation	162	121
Fiscal Fine	3509	3618
Fiscal Work Order	66	179
Fixed Penalty	4881	5144
Diversion	367	484
Direct measure Total	10465	11567 (+10.5%)
Solemn	2027	1940 (-4%)
Summary	10390	10794 (+4%)
JP	6521	6178 (-5%)
TOTAL	33597	34457 (+2.5%)

The remand population from the Northern CJA area has remained reasonably constant for the first 6 months of the reporting year. The monthly totals vary from 130 – 153 and average at 142 which is 10 less on average than the previous year.



Within the NCJA area Sacro continue to work with Court Support staff for providing diversion for 16 and 17 years old and adult cases of Restorative Justice. Meetings with COPFS at a local and national level have been held to assist with marking cases and working with Adult Criminal Justice Social Work and the Youth Justice Management Unit in Aberdeen.

Strategic Objective 7 – Community Sentences

Objective/Action: Continue to support the increased use of all forms of community sentence where appropriate, such sentences to be delivered appropriately, efficiently and effectively, and ensure that custody is used for offenders who pose a significant risk to our communities.

Community Payback Orders (CPOs) continue to be a popular sentence of the courts. For the past 2 – 3 years the numbers used have remained relatively constant. Between 180,000 and 200,000 hours of unpaid work are carried out across the Northern CJA area each year.

Third sector organisations continue to be involved in the delivery of CPO's across the NCJA area, including:

- Apex Scotland working in partnership with Criminal Justice Social Work in Aberdeen City and Highland to deliver unpaid work hours and employability related interventions.
- Sacro are directly working with Aberdeenshire Council to deliver Community Payback Orders and unpaid work. Service users are given the opportunity to address behaviour that may have influenced their offending. The service is working with other third sector organisations to monitor service users commitment to drug treatment programmes & appointments, they work together to ensure service users are focusing on self-improvement and positive lifestyle choices. Other activity hours delivered include fork lift training, training to obtain SCS cards, housing support and parenting skills. Sacro has managed the delivery of 2,886 unpaid work hours in the first 6 months of 2016-17 and have recorded a 67% attendance rate. £20,779.20 worth of work has been completed by Sacro Community Payback service users around Aberdeenshire from April to September 2016. 500 hours have been completed with the local charity 'Peterhead Projects; 2 Reuse', where furniture is donated and sold at affordable prices.
- Action for Children deliver the 'Constructs PSSO' (Positive Steps to Stop Offending) programme in Highland area and a range of offending behaviour related programmes.
- Venture Trust commit to support individuals through the living wild programme, women via the next steps programme, and many individuals have undertaken the wilderness challenge.

Additional funding to be used in support of the delivery of community sentences was allocated to CJAs by Scottish Government for 2016 – 17. This was allocated to local authorities as detailed below;

Local Authority	%	Amount
Aberdeen City	37.25%	£158,773
Aberdeenshire	17.34%	£ 73,909
Highland	26.32%	£112,186
Moray	8.41%	£ 35,847
Eilean Siar	3.71%	£ 15,813
Orkney Islands	3.30%	£ 14,065
Shetland Islands	3.67%	£ 15,643
Total	100%	£426,237

The ongoing use of the additional funding is detailed below;

Aberdeen City

To develop and deliver an earlier intervention domestic abuse perpetrators programme and associated women's support service. ("Caledonian Light").

The existing Caledonian System targets higher risk perpetrators of domestic abuse offences, who have a history/ pattern of such offending and who are assessed as in need of, and suitable for, longer term intensive intervention. Typically a 2 year Community Payback Order with a Caledonian Programme Requirement.

However delivery of the Caledonian Programme has identified the need for an earlier, lower tariff, less intensive intervention ideally delivered as soon after the offence as possible. It was anticipated that this would either be as requirement of a 6 to 12 month CPO or as an integral part of a Structured Deferred Sentence imposed by the problem solving court.

National research and local experience has identified that domestic abuse programmes are more effective when women harmed are offered support. It also recognised that the earlier support is offered by women's support workers, the greater the likelihood that the woman will go on to charge the perpetrator and follow this through by giving evidence.

Scottish Government plans to introduce an Abusive Behaviour and Sexual Harm Bill which will create a specific offence to deal with those who perpetrate psychological abuse in the form of coercive and controlling behaviour.

Aberdeenshire

NCJA Strategic Objective: Women Offenders

Funding for an additional 18 hours per week for a main grade Social Worker is being utilised to support the further development of services provided to women within Aberdeenshire, including bail supervision, diversion and group work.

The Aberdeenshire Community Justice Partnership is currently developing a proposal for a project which will focus on women in the Fraserburgh area who have been, or are at risk of becoming involved in offending behaviour. This work is based on an earlier proposal that was developed by the Aberdeenshire Community Planning Partnership in relation to the 'Total Place initiative' in Fraserburgh.

NCJA Strategic Objective: Partnership Working, Sharing Good Practice, and Performance Management

During December 2015, Criminal Justice Social Workers and Substance Misuse Workers participated in Operation Sandside, a festive violence reduction initiative, alongside colleagues from Police Scotland. This initiative was intended to benefit communities in Aberdeenshire most affected by violence and disorder targeting the main towns of Fraserburgh, Peterhead and Inverurie. Given the positive feedback received in relation to this initiative, it is proposed that a further similar operation is carried out at key games and shows during summer 2016.

Funding was secured for a part-time Occupational Therapist to work with people from the Buchan area who are open to the Community Substance Misuse Service and/or the Criminal Justice Social Work Service. This development will allow additional support to be provided to individuals who are coming out of prison, those living in the community and are open to Criminal Justice Services and/or those who are affected by substance misuse issues.

NCJA Strategic Objective: Early Intervention, Prevention and Young People Who Offend / Pre-Disposal

Diversion from prosecution for young people in Aberdeenshire aged 16 and 17 is working well, with over 130 cases being considered for diversion during 2015/16. However, of these, nearly 1/5 related to road traffic offences, and all but one of these were considered unsuitable for diversion and were marked for court. In response, discussions have taken place between Criminal Justice Social Work and Police Scotland regarding the possibility of developing a package of support that could be offered to the Procurator Fiscal in cases involving young people who are alleged to have committed a road traffic offence, as an alternative to prosecution. Along with focused work in relation to the offence, the programme could also include a referral to the Pass Plus programme.

Highland

Highland's use of the funding includes:

To pilot a Persistent Offenders scheme in partnership with Police Scotland, NHS Highland & Scottish Prison Service (SPS), but involving a range of other services. It will mainly target substance misusing offenders. These individuals may be disengaged with services and in the prison or community. This will operate from October 2016 – March 2017 and will be subject to evaluation to determine its viability and future need.

In partnership with Apex Scotland, to implement a 'grow your own vegetable' scheme based at the Black Isle Animal Sanctuary. This will involve the purchase of poly tunnels and building an irrigation

system so clients in supported accommodation or B&B can learn and develop skills in growing vegetables to help sustain a life on low income/benefits. Surplus produce will be sold in farmers' markets and the proceeds donated to charity.

In partnership with Action for Children (AfC), to provide a service to offenders out of hours as no current provision exists. AfC are setting up a drop-in facility in Inverness, which is available on Saturdays between 9 – 3 p.m., but the intention is to look at the provision of a service at other times also on a needs led basis.

In partnership with SPS, to support a project with a group called Vox Luminis. This is a song writing/music project focussing this on those engaged with addictions currently serving prison sentences and with those 'in recovery' in the community. HMP Inverness proposes to work in Partnership with the Highland Alcohol and Drug Partnership and potentially SMART recovery to use the arts to explore the shared experience of Recovery. This will be done through a Vox Session and will build a very close temporary community of prisoners, people from the community with experience of recovery and staff alike.

In partnership with a range of providers, to offer and refer offenders to complementary alternative therapies (e.g. hypnotherapy, auricular acupuncture, Reiki). People may derive a range of benefits from alternative or complementary therapies. It is hoped that individuals engaging become more relaxed, calm and co-operative, boosting their immune system, reducing stress and the need for some medication such as for pain with a concomitant impact on reducing risk and need related to their offending behaviour.

In partnership with Victim Support Scotland (VSS) and SPS, to develop a victim module as an 'other activity' to be delivered to offenders subject to a Community Payback Order with unpaid work & other activity requirement and to be delivered to prisoners in HMP Inverness. This will raise the awareness of victim-related issues to people that may not otherwise receive any input on victims. Funding is likely to be used to cover training costs.

All of the above evidence partnership working, are innovative or new in Highland, target community sentences and/or prevention initiatives, and avoid subsidising the provision of statutory services. They meet many of the NCJA Strategic Objectives, such as Victims; Women Offenders; Early Intervention, Prevention and Young People Who Offend/Pre-Disposal; Partnership Working Sharing Good Practice, and Performance Management; Workforce Development; and Throughcare/Community Re-integration.

Moray

Moray are have appointed a temporary social worker who can take responsibility for working with perpetrators of domestic abuse, this worker will link in with Moray women's aid and support the work of the Moray Domestic Abuse Partnership. This post would be additional to what we do already and we would hope to include a service for non-convicted men (possibly women) as well as part of a prevention strategy.

Eilean Siar

The additional funding is being used to support all those in custody returning to the community in light of the current PSP's mentoring services not extending to our islands due to geography. Staff, from Criminal Justice Social Work or from key partners, will have the ability to physically visit the prison establishment to improve planning processes for release on both a statutory (attending ICM meetings) and a non-statutory basis. The monies will also provide an ability for innovative constructive activities to be undertaken through Fiscal Work Orders or Diversion in that it will provide the financial means not currently available within s27 limits to engage partners in the 3rd sector or from other agencies to provide individualised placements and development activities.

Orkney

During 2016-17, Orkney Health and Care has faced exceptional additional funding pressure relating to services which enable young offenders in transition to the adult system to move from secure accommodation (provided at significant expense on the Scottish Mainland) to suitable local community based arrangements. This has included the necessity for step-down partnership arrangements with the third sector, and specific additional staffing to support reductions in risk of further offending, with additional unbudgeted costs exceeding £120,000. The additional funding will be used to support persons at highest risk of custody in partnership with different services of the Orkney Health and Social Care partnership and third sector providers.

Shetland

The additional funding is being used for;

Fire Service led educational/practical course for offenders - it is hoped that once this is developed it will be rolled out to other island areas. Art therapy - restorative and anger management for offenders subject to community payback orders. Run in conjunction with colleagues in the third sector - Space2Face. Developing and delivering physical activities as part of a DTTO or CPO, work to be undertaken with colleagues in the Substance Misuse Team and Leisure and Recreation. The purchase of video conferencing equipment for families to have virtual prison visits and aid reintegration into the community. Exploring opportunities to bring in someone to undertake training with businesses and employers around the rehabilitation of offenders act and employability, and finally, third sector partners in Shetland are considering how they can develop preventative work with those on the periphery of offending or diversion.

Community Payback In Action – Shetland Times *Extract* (18/7/2016)



The interior of the Whiteness and Weisdale Hall has been repainted by offenders carrying out community service. The efforts of the Community Payback unpaid workers helped contribute to an overall refurbishment of the building in its 40th year.

The hall committee is pleased with the work that has seen the main hall, bar area, toilets, stage and ceiling completely repainted and tiles re-grouted. Exterior painting was also included and over 1,300 unpaid work hours have been completed since work began last November.

Shona Slater of the hall committee said: “The Whiteness and Weisdale Hall has served the local community well for many years and we were keen to revamp the building for our 40th

anniversary. "We're very pleased with the end result delivered by the Community Payback team and the standard of the work is excellent."

Shetland Islands Council convener Malcolm Bell, a representative on the Northern Criminal Justice Authority, said: "This is a good example of how Community Payback Orders provide a public benefit to our communities. "Most importantly, we obviously also hope that this direct alternative to prison will also bring benefit by reducing reoffending."

Focus on Action for Children – Gael Og PSSO (Positive Steps to Stop Offending)

The Gael Og project delivered by Action for Children covers the Highland Region. The purpose is to engage with persons over the age of 16 who are at high risk of offending/re-offending. Between April and September 2016 they have engaged with 71 individuals, 36 men and 35 women. Eleven were referred for structured deferred sentence work and fifty three for CPO offence focussed work.

Strategic Objective 8 – Throughcare/Community Re-integration

Objective/Action: Continue to work towards a prison culture where the maximisation of opportunities for prisoners to work towards more positive destinations is the norm.

Actions for 2016/17 include the continue development of the multi-agency Case Management Boards and personal plans for individuals in custody and prior to release. Both HMP Inverness and HMP & YOI Grampian continue to hold weekly Case Management Board meetings to discuss and plan services for each prisoner. A wide variety of appropriate agencies are involved in this process to consider and address a wide range of needs. The process helps ensure consistency and avoiding unnecessary duplication, and feeds into the wider ICM process. These have proven to be highly successful in ensuring there is a plan in place for every prisoner leaving the prison and that a lead person has been identified to ensure the plans are delivered. This action also includes the need to ensure effective communication lines are in place between different partners, including SPS Throughcare Officers, Mentoring PSPs, MAP Project, CIU, Sacro and Criminal Justice Social Work Services to aid collaborative working

As mentioned in the previous strategic objective relating to women offenders, Turning Point Scotland, Apex and Sacro are involved in the delivery of the New Routes and Shine national mentoring schemes. These will be funded till 31 March 2018.

Both HMP Inverness and HMP & YOI Grampian continue to hold weekly Case Management Board meetings to discuss and plan services for each prisoner. A wide variety of appropriate agencies are involved in this process to consider and address a wide range of needs. The process helps ensure consistency and avoiding unnecessary duplication, and feeds into the wider ICM process.

Throughcare Support Officers are in place and working creatively to enhance existing services across the area. Their role has been particularly valuable in supporting vulnerable individuals' home to the islands, where they are met by appropriate services in their own communities to continue the necessary support. TSO's from HMP & YOI Grampian have also started working alongside the social work court team at Aberdeen Sheriff Court to support those released from court following a period of remand, which can be a particularly challenging time as their release is often unexpected. The team are also working with individuals who have been remanded for the first time.

As highlighted in the inspection report of HMP & YOI Grampian, families are also now well supported through the Family help Hub at HMP & YOI Grampian. The service opened in September 2015 and allows families to be supported with emotional, financial and practical issues, supported with managing positive family visits, referral and advocacy with other agencies, and health improvement advice. The centre is run by Action for Children, with input from a variety of other agencies including Families

Outside and Shelter Scotland. Staff are involved in the Case Management Board system within the prison so are involved from the outset, and support is coordinated with all relevant agencies.

The below table shows where those using the Family Centre and Help Hub have come from for the first 4 months of 2016-17;

	April	May	June	July
Aberdeen City	141	141	96	108
Aberdeenshire	14	10	17	29
Highland/Islands	2	9	8	3
England	0	3	2	9
Edinburgh/ Glasgow	3	0	4	7
Angus	19	20	3	0
Moray	2	0	13	0
Fife	0	1	1	0
Out with U.K	0	0	1	0
Total	181	184	145	157

Family Centre staff have supported Families Outside to undertake CPD training for a group of 20 teachers from Aberdeen City. The feedback was very positive and the teachers were able to get a much greater understanding of the issues facing those with a family member in prison.

There are now 9 volunteers who support the Centre on a regular basis.

In relation to ensuring links exist beyond the existence of the NCJA, the organisation continues to support the development of local Community Justice Partnerships and promotes existing and new links between relevant agencies. Links between local CJP's and SPS are now clarified and as a result the Highland and Island authorities of Orkney and the Western Isles have entered discussions around the placement of individuals within the SPS establishment, given the geographical, transportation and financial difficulties for staff and family contacts.

Focus on Sacro service delivery

Sacro's Outreach Support service continues to work with CJSW and SPS throughcare teams, they are currently working with 10 service users, assisting with all aspects of housing support issues including substance misuse, homelessness and finances. Sacro also continues to work with Mental Health teams in hospital for long term prisoners on Compulsory Treatment Orders, through the Supported Tenancy Service in Aberdeen City and Aberdeenshire, they are currently working with 27 service users.

Sacro also provide services to Aberdeen City and Aberdeenshire under the Supported Living Contract, eleven were referred in the reporting period April – September 2016. The service has been involved in working with specific service users that have a range of complex and longer term needs as well as a need for increased information sharing due to the risks posed to themselves and others. During the reporting period, 7 cases per month were managed under MAPPA processes.

Focus on Shelter and Families Outside - Tackling Money Worries Project (TMW)

This is a joint Shelter and Families Outside project at HMP & YOI Grampian – now offering housing advice since SPAN ceased on 31st March 2016. Approximately 10 cases per month are dealt with.

Promotion of TMW Grampian

To promote the TMW Grampian project to potential service users and generate the above case numbers the following has been conducted in the last 6 months:

- Regular presence at the Family Centre based at HMP Grampian (several times per week)
- Attending family visit sessions at HMP Grampian
- Conducting drop in advice surgeries at HMP Grampian Banff Hall (Female Wing)
- Conducting drop in advice surgery in Aberdeen specifically for families affected by imprisonment – this allows families not able to attend HMP Grampian Family Centre to receive advice and assistance
- Attended the inaugural 3rd Sector Community Justice Forum in Aberdeen
- Client appointments conducted at a variety of locations: within HMP Grampian, Shelter Scotland Aberdeen office, Local Authority social work offices and within clients home.

Outcomes Achieved

The work conducted by Shelter Scotland/TMW Grampian project has led to a variety of outcomes for service users:

- Reduction in rent arrears, via payment plans or housing benefit applications
- Tenancies being maintained – eviction/termination and subsequent homelessness prevented
- Assisted prisoners in terminating tenancies (where in service users best interest e.g. reduces debt potential debt level and improves ability to make homeless application to the local authority at liberation)
- Debts placed into repayment arrangements/placed on hold until service users are better placed to address them
- Debts written off via bankruptcy – in some cases the bankruptcy has prevented homelessness
- Assistance with utility debt, improved financial capability through budgeting advice.
- Assistance with benefit claims/issues - financial gain for service users
- Facilitated improved access to financial grants/food banks to service users in financial hardship.

Conclusion: TMW Grampian and Shelter Scotland October- March 2017

In the coming months, the TMW Grampian project and Shelter Scotland will continue to be proactive in its work to ensure that a high quality and wide ranging advice service is delivered to those affected by the criminal justice process. It is hoped that there will be an increase in the number of service users assisted in the upcoming period, compared to the period reported above.

Strategic Objective 9 – Partnership Working, Sharing Good Practice, and Performance Management

Objective/Action: Build on existing partnership links, and develop new links as appropriate, to ensure coordination of plans/strategies to reduce re/offending.

Whilst examples of partnership working can be found throughout this report, the actions for 2016/17 focussed on the transition to a new Community Justice model and included supporting partners during the transition period; considering post NCJA performance management and contributing to national working groups in relation to the transition. All the actions have been achieved and are ongoing.

The Northern CJA has continued to update colleagues and partners on matters relating to Community Justice Redesign, and taken an active role in transition matters. The chief officer has attended a variety of CJP meetings and CJA staff continue to support local areas with the transition process where possible.

Transition plans for all seven authorities were submitted in January 2016 and all of the authorities have recruited staff to assist in the transition process. The Northern CJA has encouraged those staff to attend existing CJA meetings and enabled the transitions staff to meet together to discuss ways forward.

The Northern CJA held its final Joint Officer Group meeting on 3 November 2016. Thereafter there will be two more Northern CJA full meetings. The 2 December 2016 in Inverness and 24 February 2017 in Aberdeen. Plans in respect of the disestablishment of CJAs and the final wind up are well under way.

The Performance and Practice sub-group of the Joint Officer Group and comprising the seven local authority managers will continue to meet and work together post CJA and plan to work together in delivering the national performance and outcomes improvement framework.

Housing Support at HMP & YOI Grampian

Aberdeen City Council Housing Support Services have seconded a Housing Support Officer to HMP & YOI Grampian. This worker will be working closely with the prison Throughcare team to plan the support needs of prisoners before their release. This post will also work closely with the current Housing Access Officer and Prison Estates to look at improving procedures and to pilot a scheme to address rent arrears before release and therefore improve housing options.

Partners make every opportunity count and win top Public Health award (October 2016)

Innovative work by NHS Grampian, Action for Children and Families Outside to help improve the health and wellbeing of children and families affected by imprisonment has won the Elizabeth Russell prize. Presented each year at the Scottish Faculty of Public Health's annual conference, the prize recognises the best example of a collaborative approach to public health.

Families of those in prison can become socially excluded and find it harder to access services as a result. Working together, NHS Grampian, Families Outside and Action for Children developed a simple set of questions to encourage families to focus on how they 'look after themselves' and get the support they may need. This is shared with families using the welcoming environment of the Family Centre & Home Hub at HMP & YOI Grampian, or during home visits. The responses of families can trigger conversation and inform discussion as an integral part of the support they receive through Families Outside and Action for Children. Guidance and assistance can then be built into current and future contact with the families.

A person in need of urgent support often chooses to ignore their own needs and symptoms and bury their head in the sand especially if they are already feeling social isolated and are vulnerable. Through building a relationship of trust offering emotional support the family support staff can help people to start to look after themselves better sometimes without them realising and in a very soft and non-threatening way. In addition, the seeds are sown to enable the person to take action over time to reduce the likelihood they will need urgent support in future. The client gets a better sense of being empowered to get back on a more even keel, and to

look after themselves better. This can be as 'simple' as getting help to focus on their own needs, whilst they are also contending with the effects of a loved one's imprisonment but can also involve assisting them to make and attend appointments and to help them to talk to health professionals about the problems they are experiencing. This helps the person feel more comfortable in understanding their options around not just health but other key services such as health, housing and social work.

The prize is in the name of Elizabeth Russell, Professor of Social Medicine at the University of Aberdeen until 2001.

Strategic Objective 10 – Workforce Development

Objective/Action: Ensure the provision of timely and appropriate training which responds to need, as well as enhancing career development opportunities, to enable staff to adapt and perform effectively in a constantly changing Criminal Justice landscape

Following a pilot commencing in Aberdeen involving the Offender Management Unit (OMU) completing parts of the MAPPA templates, a training programme was written and delivered, to the OMU on MAPPA and LSCMI. The course went well and as such will be run in Highland once dates can be confirmed. Other training delivered, or planned to be delivered includes;

- A 5-day LS/CMI course has recently been undertaken in Aberdeen on the 12th – 16th of September 2016 with eight participants passing their multiple choice questions and working towards their accreditation.
- The MFMC case managers training has been updated and will be delivered as a refresher course for existing case managers, but also being available to all social workers who has completed their SA07 training.
- The LSCMI awareness course will be delivered in Highland and will include the pro-social modelling course.
- Training has been planned with unpaid work team staff and SACRO looking at how to manage aggression and anger, and incorporating pro-social modelling. This course has also been offered to Aberdeen and will be delivered over two days.
- A report writing course has been offered to prison staff with community and prison social work attending.

Section 5 – Managing Resources

Section 27 Budget

The Management of Offenders etc (Scotland) Act 2005 identifies Community Justice Authorities as the accountable body and the CJA Chief Officer as the Accountable Officer for the allocation and monitoring of Section 27 Criminal Justice Social Work funding for constituent local authorities.

Section 27 core funding is allocated to each CJA for the delivery of statutory services. The allocation is based on a national formula that takes into account the previous three years' criminal justice social work workload and needs factors (including court business and unemployment rates). Section 27 non-core funding is allocated to each CJA for the delivery of non-statutory services. These include national initiatives such as the Multi Agency Public Protection Arrangements, Moving Forward: Making Changes (national intervention for sex offenders), Arrest Referral and the delivery of training, and local initiatives such as supported accommodation, substance misuse services, employment and young offender services.

During 2012 a national Community Justice Funding Review Group made recommendations for a number of changes going forward, which were agreed by COSLA and the Scottish Government. Some of these changes included: the removal of the core and non-core elements of the budget allocation; the removal of virement restrictions (on moving funding from one heading to another); and CJAs to be allowed the flexibility to allocate funding across their area to address Area Plan priorities.

The changes came into effect from 2013-14, and the allocations letter from Scottish Government now gives a single total in respect of the Section 27 grant allocation for the Northern CJA.

In the Northern CJA area the total Section 27 grant funding for 2016/17 amounted to £12.52 million, this included specific additional allocations for services to women offenders and for enhancements to community services and projects to keep offenders out of custody.

	Aberdeen	Shire	Highland	Moray	Orkney	Shetland	Western Isles
Core	£3,309,268	£1,540,886	£2,338,443	£747,298	£292,872	£326,334	£329,696
Non Core	£821,359	£775,596	£1,177,941	£74,913	£3,000	£3,000	£3,000
Women's Services	£104,945	£52,512	£74,350	£15,786	£6,188	£6,881	£6,956
Community Sentences	£158,733	£73,909	£112,186	£35,847	£14,065	£15,813	£15,643
TOTAL	£4,494,305	£2,442,903	£3,702,920	£873,844	£316,125	£352,028	£355,295

Our Annual Accounts are published following submission to the Scottish Government by December each year. A summary of our Annual Accounts for 2015-16 are provided at Appendix 1. The full Annual Accounts are also available on the Northern CJA website.

CJA Administration Budget

CJAs are also in receipt of an administration grant to support the CJA's own staffing, accommodation, travel, governance arrangements etc. For 2016/17 this totalled £235,837, which included an uplift of 1% in general funding from the previous year to address pay and prices inflation.

Section 6 - Equality Statement

The Public Sector Equality Duty in Scotland requires public authorities such as CJAs to report on progress made to make the general equality duty integral to the exercise of their functions so as to better perform that duty. The general equality duty requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct;
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

The Northern CJA is committed to mainstreaming equality and diversity and creating an organisation that recognises the diverse needs of staff, partners and others with whom we have contact, and promotes equality. We will promote a positive attitude to equality and diversity and address and eliminate harassment, victimisation and discrimination in staff management and in our relationships with partners and others.

In accordance with the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, we have and will continue to take active steps to make equality duty integral to the exercise of our functions, ensuring that discrimination is not occurring, by:

- ensuring equality issues are considered as part of any proposals put to the CJA for decision;
- establishing policies (e.g. Dignity of the Individual, Recruitment and Selection);
- communicating our policies to our staff (and partners as appropriate) to ensure that they know that it is unlawful to discriminate;
- training our staff to understand the policies, the meaning of equality and their legal obligations;
- monitoring the implementation and effectiveness of our policies;
- addressing acts of discrimination by staff as part of our rules and procedures;
- reviewing practices to ensure that they do not unjustifiably disadvantage particular groups; and
- incorporating equality issues into our planning and performance management frameworks.

How the Northern CJA has made sure that Equality issues are mainstreamed during 2016/17

The Northern CJA has adopted a 'Single Equality Statement, Outcomes and Guidance', which includes the following Equality Outcomes aimed at meeting the general equality duty:

1. Our people respond appropriately, knowledgeably and confidently to the needs of colleagues, partners and others with whom we have contact who have protected characteristics.
2. Our services are accessible to colleagues, partners and others with whom we have contact including those who have protected characteristics.
3. People who have protected characteristics feel confident about interacting with the Northern CJA because we will not tolerate prejudice and promote an understanding of their needs.

At the meeting of the Northern CJA on 14 September 2012, the following actions were agreed;

- *That an 'Equality Statement' be included as part of the Northern CJA Annual Report, to meet requirements to report on progress towards mainstreaming equality issues.*

Such a statement was included as part of the Northern CJA's Annual Report 2011/12 and subsequent Reports, and will be included in all future Annual Reports.

- *That Equality issues be included as part of Northern CJA Area and Action Plans and as part of the local performance framework.*

The Northern CJA Area Plan 2014-17 includes an 'Equality' objective aimed at ensuring that equality issues are integral to the exercise of Northern CJA and partner activities. The Action Plan for 2016-17 includes actions relating to equality issues. This contributes to achievement of Outcomes 2 and 3 above.

- *That all papers submitted to Northern CJA meetings should include consideration of equality implications.*

As part of the 'Single Equality Statement, Outcomes and Guidance', the Northern CJA adopted an Equality Impact Assessment (EIA) process. All authors preparing papers to be submitted to Northern CJA meetings give consideration to equality issues via the EIA process, and include reference to such in reports in a prescribed format. Equality Impact Assessments completed can be found on the 'Equality' section of the Northern CJA website.

- *That the 'Single Equality Statement, Outcomes and Guidance' form part of Northern CJA's induction for new staff.*

The 'Single Equality Statement, Outcomes and Guidance' form part of the Northern CJA's induction information for new staff. This contributes to achievement of Outcomes 1 and 3 above.

Northern CJA Members have attended training on 'Equality for Decision Makers' within their host local authorities. This contributes to achievement of Outcomes 1, 2 and 3 above.

In addition Northern CJA Members are reminded at every quarterly meeting of the Authority of their responsibilities under the Equality Act 2010 and the Public Sector Equality Duty. This contributes to the achievement of Outcomes 1, 2 and 3 above.

More information about how the Northern CJA is mainstreaming equality, and Equality Impact Assessments completed to date, can be found on our website at <http://www.northerncja.org.uk/Equality>.

Workforce Information

The Northern Community Justice Authority (the Authority) is committed to adopting a fair and consistent approach in its recruitment and selection procedures whilst ensuring the employment and retention of a high quality and motivated workforce.

In accordance with the Authority's policy of equality, the procedures will promote equal access to jobs, good personnel practice and compliance with employment legislation. All candidates will be given the opportunity to demonstrate their abilities regardless of gender, race, age, status, disability, sexual orientation, religious or political beliefs.

During 2016/17, the Northern CJA employed three members of staff, one full time Chief Officer, one part-time Women's Services Development Officer and one full time Planning Officer who is seconded to Aberdeen City Council. Due to the low numbers involved, it is not possible for us to publish anonymous information about the relevant protected characteristics of these individuals. The Northern CJA employs staff under terms and conditions of service administered by Aberdeenshire Council, in accordance with a range of policies relating to employment and human resources which encompass the requirements of The Equality Act 2010 and related regulation. Staff participate in the Northern CJA's Employee Annual Review Scheme, via which development needs are identified and addressed.

COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

2014/15		2015/16		
Net Expenditure £		Gross Expenditure £	Gross Income £	Net Expenditure £
126,237	Employee Costs	139,516	0	139,516
21,636	Property Costs	21,700	0	21,700
7,152	Administration Costs	3,588	0	3,588
9,533	Transport Costs	9,323	0	9,323
25,656	Supplies and Services	22,622	0	22,622
27,888	Support Costs	28,435	0	28,435
12,636,740	Transfer Payments	12,306,488	0	12,306,488
0	Recovery from Aberdeen City Council	0	(25,397)	(25,397)
12,854,842	Cost of Services	12,531,672	(25,397)	12,506,275
	Financing and Investment Income			
1,339	- Interest and Investment Income	3,000	(1,493)	1,507
	Taxation and Non-Specific Grant Income			
(12,851,181)	- Scottish Government Grant Income	0	(12,501,782)	(12,501,782)
5,000	(Surplus) or Deficit on Provision of Services	12,534,672	(12,528,672)	6,000
36,000	Actuarial (gains)/losses on pension assets/liabilities			(19,000)
36,000	Other Comprehensive Income and Expenditure			(19,000)
41,000	Total Comprehensive Income and Expenditure			(13,000)

Glossary of Terms

ADP	Alcohol and Drugs Partnership
CIU	Community Integration Unit
CJA	Community Justice Authority
CJSW	Criminal Justice Social Work
CJP	Community Justice Partnership
COPFS	Crown Office and Procurator Fiscal Service
CPD	Continued Professional Development
CPO	Community Payback Order
CPP	Community Planning Partnership
CSCS	Construction Skills Certification Scheme
DTTO	Drug Treatment and Testing Order
FWO	Fiscal Work Order
HMP	Her Majesty's Prison
ICM	Integrated Case Management
ISS	Intensive Support Service
LSCMI	Level of Service, Case Management Inventory
MAP	Media Access Project
MAPPA	Multi Agency Public Protection Arrangements
MARAC	Multi Agency Risk Assessment Conference
MATAC	Multi Agency Tasking & Coordinating
MFMC	Moving Forward Making Changes
MSP	Member of Scottish Parliament
NCJA	Northern Community Justice Authority
NHS	National Health Service
ORCA	Opportunity to Reduce Criminal Activity
PSP	Public Social Partnership
PSSO	Positive Steps to Stop Offending
TPS	Turning Point Scotland
SPAN	Supporting Prisoners Advice Network
SPS	Scottish Prison Service
TDO	Training & Development Officer
TSO	Throughcare Support Officer
VIA	Victim Information and Advice
VSS	Victim Support Scotland
WSA	Whole Systems Approach
YOI	Young Offenders Institute



Up to 31 March 2017

For further information please contact:

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