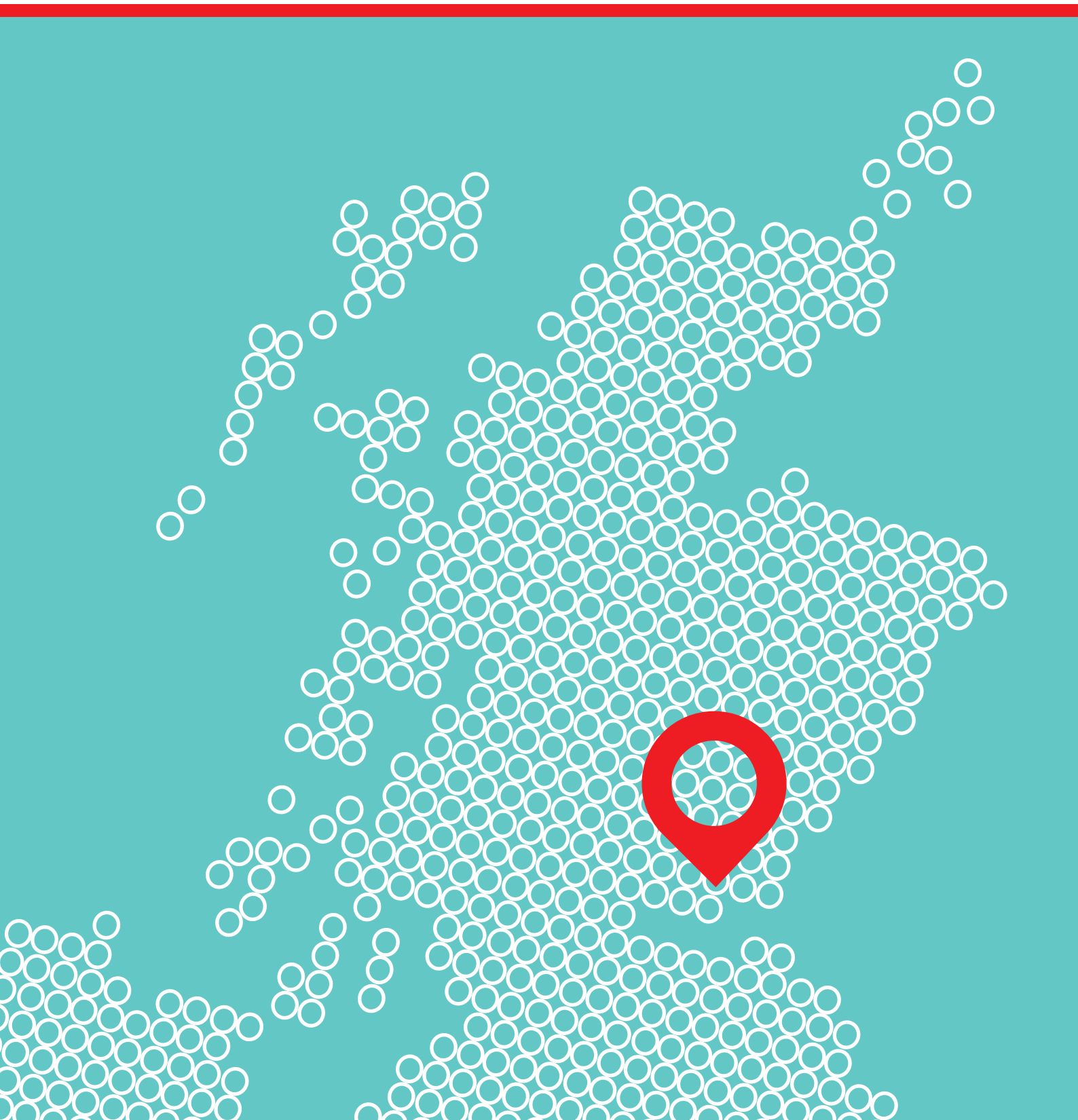


# TAYSIDE'S AREA PLAN FOR REDUCING REOFFENDING 2014-17

tayside  
community  
justice  
authority

involve integrate impact improve



# CONVENER'S FORWORD

This is our third and final three-year Area Plan. In 2017 the CJAs will be disestablished and their responsibilities transferred to the 32 national Community Planning Partnerships (CPPs) and a national body to be called Community Justice Scotland.



There remains much uncertainty as to the economic climate of the country and in particular the funds available to public services. However, two things remain certain: firstly, that we all want safer communities with less crime and fewer victims; and, secondly, that adequate resources for criminal justice will be required to bring this about.

In drafting the Plan the Authority's Chief and Planning Officers presented it in draft to the Cabinet Secretary's Scrutiny Panel for approval. Feedback from this was that the Authority's passion and commitment for the work undertaken and supported by the Authority came through strongly, as did the challenges faced, particularly in relation to driving performance improvement and the differing approaches for the delivery of services for reducing reoffending across Tayside CJA.

The Panel acknowledged concerns over the inadequacy of information sharing practices currently in place and recognised that existing protocols may have to be revisited as part of the redesign of community justice structures. It was agreed that there were good working relationships across Tayside but that there was also a difficulty in embedding a culture of performance improvement into the partnership. Overall the panel felt that the Plan is strong, especially in the Authority's focus on building on the local priorities identified therein. As a result it was approved both by the Cabinet Secretary for justice and the CJA Board.

It is in this context that the Plan should be read. Partners now have an opportunity to try to work harder to bring about continuous improvements in reducing crime and reoffending and creating safer communities in Tayside. As resources become further constrained, we can still achieve much by engaging in more cooperative working between partners. I have previously said that the whole is greater than the sum of its parts and this remains even more the case in a time of financial austerity.

Of vital importance in achieving a safer Tayside is the rehabilitation of offenders. It remains the case that inequalities created by, for example, unemployment, poor health, substance misuse, and homelessness, are inherent factors in the vast majority of offender's behaviour. In working with offenders to address these issues partners should aim to reduce the likelihood of them re-offending – thus reducing crime overall. It is also vitally important that, wherever possible, partners seek to target effective resources towards early and effective intervention. Let's try harder to prevent crime in the first place as offenders are largely from identifiable disadvantaged sections of our society and surely we should invest in work to stop generational cycles of poor outcomes and offending behaviour.

The three-year period of this area plan will prove to be a challenging time, not least in the context of the restructuring of community justice and diminishing public funding. However Tayside Community Justice Authority has already shown since its inception that it is capable of providing strong facilitation within multi-agency partnerships, to deliver innovative and effective outcomes in a tough economic environment. This will enable us to make a strong contribution in the future to bring about a reduction in re-offending, a reduction in crime and victimisation, and, ultimately, a safer Tayside, all of which achievements can be the inheritance of the local area CPPs on disestablishment of CJAs in 2017.

A handwritten signature in dark ink, appearing to read 'Helen Wright'.

**Bailie Helen Wright**  
*Convener, Tayside CJA*

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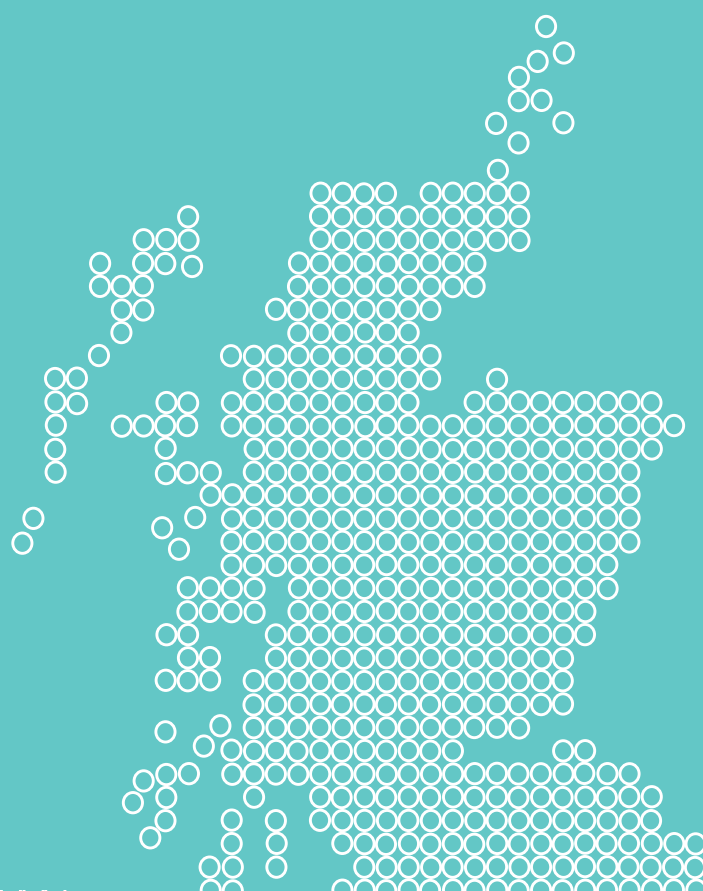
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# SECTION 1

## / INTRODUCTION

### 1.1 WHY THIS PLAN HAS BEEN DEVELOPED

The Management of Offenders Etc. (Scotland) Act 2005 requires Community Justice Authorities to work with their Partners (see page 2) to prepare an Area Plan for reducing reoffending. These plans must highlight specific priorities and objectives for achieving a reduction in reoffending. This is the fourth Area Plan for the Tayside CJA and covers the period April 2014 to March 2017.

The primary purpose of CJAs is to bring together a broad range of agencies to coordinate approaches towards the effective targeting of services for offenders, at a local level, in order to reduce their risk of reoffending. It is a partnership which recognises that a consistent, evidence based approach will make best use of all resources and that no single agency can manage a reduction in re-offending alone.

### 1.2 THE CURRENT POLICY CONTEXT

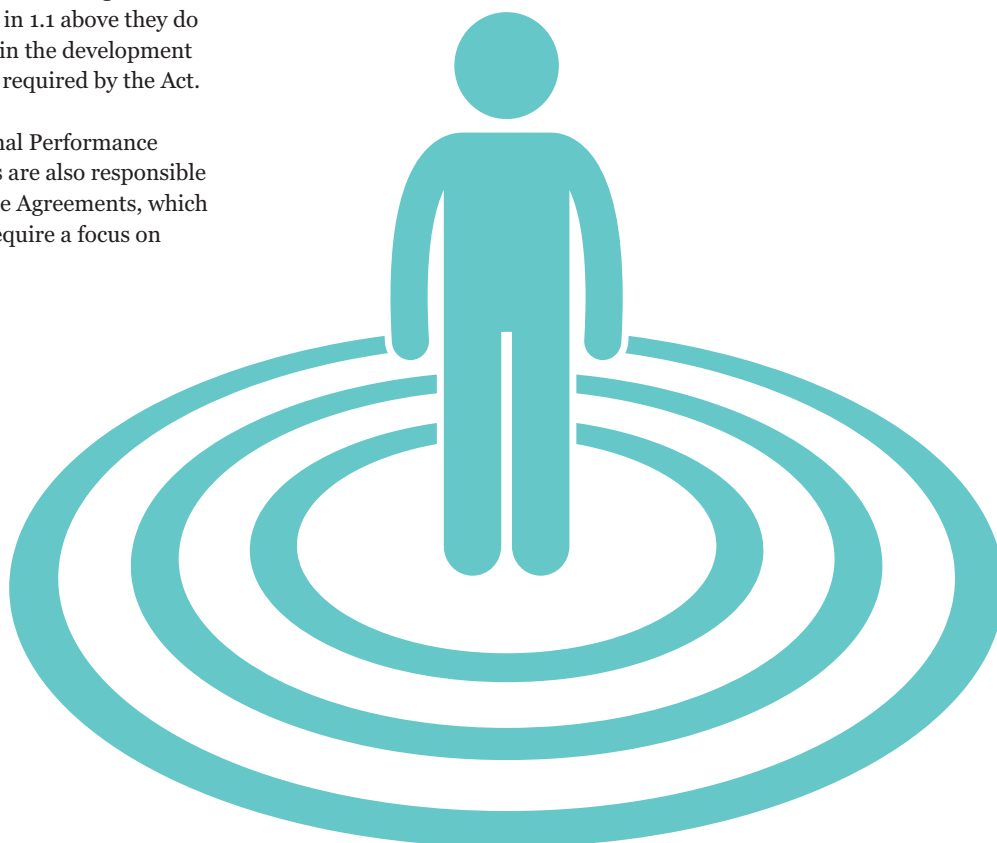
Reducing Reoffending is a key priority in the Scottish Government's 'Strategy for Justice in Scotland'. At present, the 8 CJAs are the lead statutory bodies responsible for reducing reoffending, and as explained in 1.1 above they do this by leading their Partners in the development and delivery of Area Plans, as required by the Act.

In accordance with the National Performance Framework, Local Authorities are also responsible for developing Single Outcome Agreements, which for the first time in 2014-17 require a focus on reducing re-offending.

### 1.3 FUTURE CONTEXT

The Scottish Government is re-designing the Community Justice Sector, which will see the responsibilities of the 8 CJAs transferred to 32 local Community Planning Partnerships, supported by a National Agency. The detail of this new structure is (at the time of writing) the subject of on-going consultation. The Government have indicated, however, that the new structure is likely to be in place by the start of 2016/17, until which time the current CJA-led set-up will continue.

One of the key focuses of the CJA during this transitional period will be to support CPPs to progress their new functions.



# SECTION 2 / ABOUT TAYSIDE COMMUNITY JUSTICE AUTHORITY

## THE CJA IS A PARTNERSHIP COMPRISING THE FOLLOWING ORGANISATIONS:

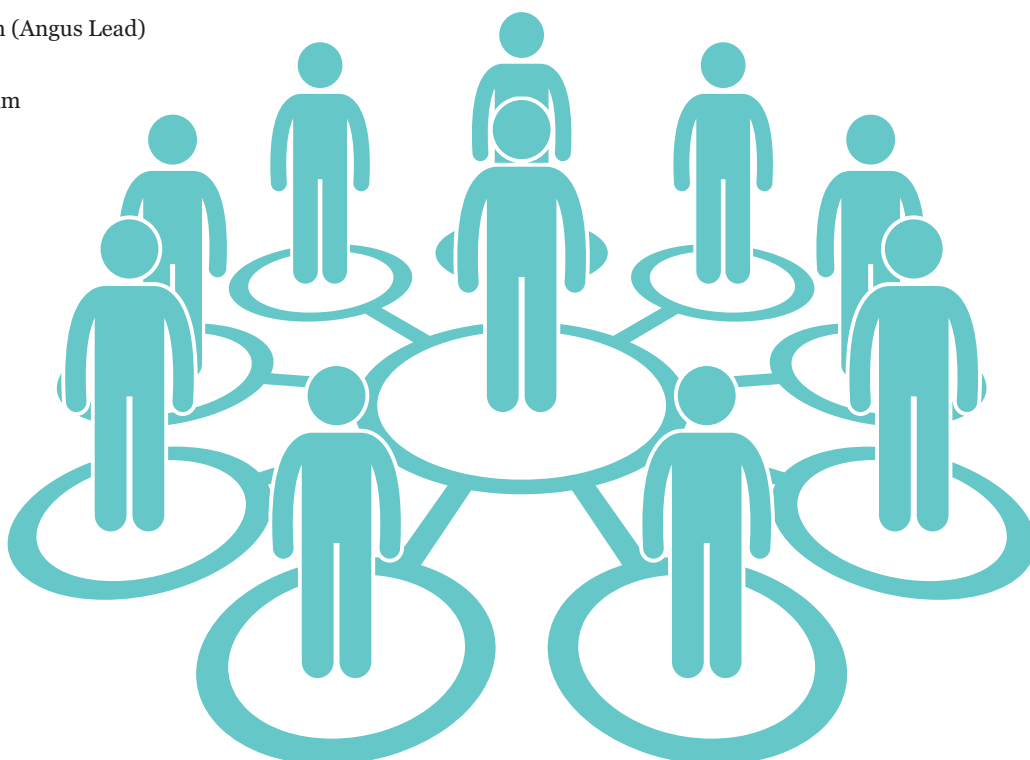
- Action for Children
- Angus Council
- Apex Scotland
- Crown Office and Procurator Fiscal Service
- Dundee City Council
- NHS Tayside
- Perth and Kinross Council
- Police Scotland
- Scottish Courts Service
- Scottish Prison Service
- Tayside Council on Alcohol
- Victim Support Scotland

## THE TAYSIDE COMMUNITY JUSTICE AUTHORITY BOARD IS COMPRISED OF SIX ELECTED MEMBERS:

- Bailie Helen Wright (Convener)  
*Dundee City Council*
- Councillor Ken Lynn  
*Dundee City Council*
- Councillor Archie MacLellan (Vice Convener)  
*Perth and Kinross Council*
- Councillor Douglas Pover  
*Perth and Kinross Council*
- Councillor Glennis Middleton (Angus Lead)  
*Angus Council*
- Councillor Craig Fotheringham  
*Angus Council*

The role of the Board is to ensure the CJA efficiently and effectively achieves the delivery of its statutory functions, which are to:

- Prepare, in consultation with other bodies responsible for the delivery of services, a plan for reducing reoffending in their area (i.e. this document - the “CJA Area Plan”)
- Report annually to Scottish ministers on delivery of services in compliance with the plan
- Distribute money provided by the Scottish Government to council criminal justice social work services; and ensure that it is being used effectively
- Monitor and report on the performance and effectiveness of joint working among bodies responsible for the delivery of these services
- Support better information-sharing and the sharing of good practice.



# SECTION 3 / OUR VISION, AIM, PRIORITIES AND ACTIONS

## 3.1 AT A GLANCE

The Scottish Government, in their guidance to CJAs on developing their Area Plans 2014-17, identified a number of priorities which CJAs must include in their Area Plans.

The majority of these were also identified as local priorities for Tayside as part of a strategic assessment process, and are represented in the diagram on the next page. The diagram provides an 'at a glance' picture of what Tayside CJA and its Partners will be focussing on during the 2014-17 planning period.

Each priority in the diagram comes with associated actions, which together form the basis of a high-level action plan for addressing the priorities.

There are also generic actions which will help address multiple priorities (actions 8-10). Further detail on each of the priorities and associated actions is provided in Section 3.

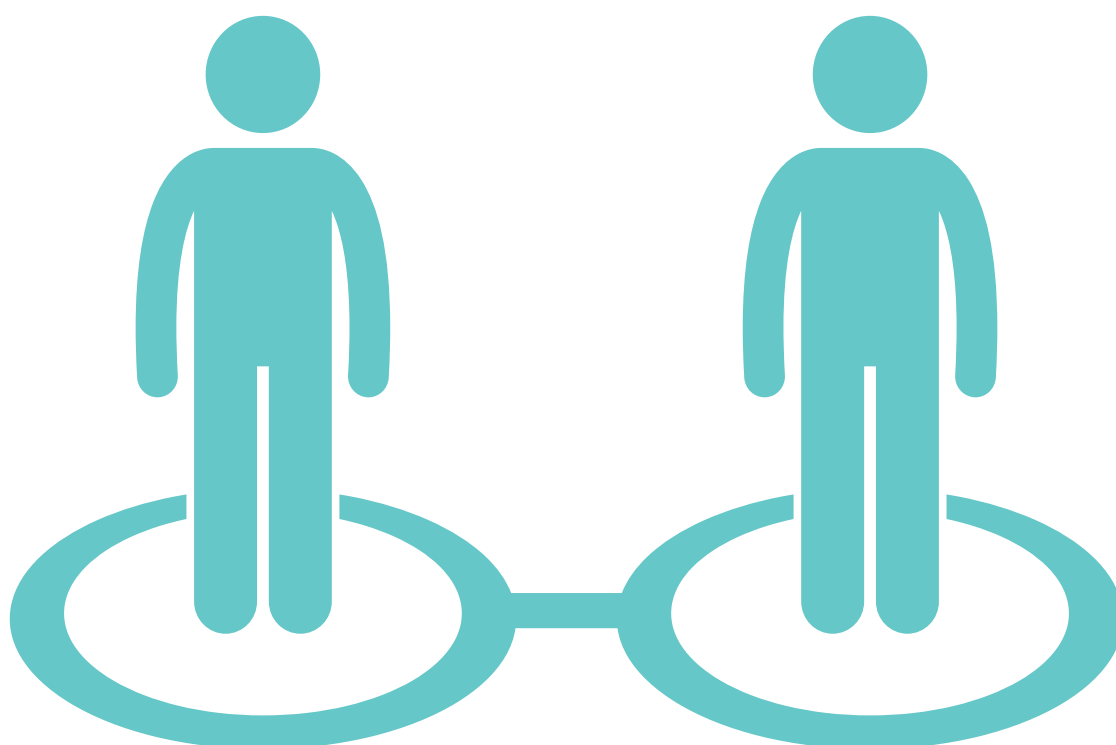
## 3.2 HOW THE PRIORITIES WERE IDENTIFIED

A short-life working group conducted a strategic assessment of key community justice datasets. These included recorded crime rate figures, the numerous data within local authority Criminal Justice Social Work aggregate returns, Community Payback Order data, and published reconviction rates.

The data sets were analysed to identify any demographics with a high instance of offending / re-offending. These were discussed to identify the demographic as a possible priority. Where possible, data sets and other information were cross-referenced with each other, particularly where they suggested the same demographic as a potential priority.

In addition to looking at the data, knowledge of pre-existing local and national projects was factored into discussions, along with research on offender profiles and what works to reduce re-offending etc.

From all of this a set of priorities and objectives for Tayside were identified. These were circulated to all CJA Partners for consultation and comment prior to final agreement.



# SECTION 3 / OUR VISION, AIM, PRIORITIES AND ACTIONS CONT.

**Vision:** A safer Tayside, where offenders are managed appropriately in order to reduce levels of reoffending in the area, making local communities safer places in which to live.

**Aims:** To reduce the Victimisation caused by Reoffending in the Tayside Area

Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6	Priority 7	
Providing effective Throughcare services to Short-term Prisoners	Delivering better outcomes for Female Offenders	Reducing the harm caused to communities by Persistent Offenders	Delivering effective community-based disposals	Managing high risk of harm (HROH) offenders	Ensuring efficient and effective use of resources	Ensuring a smooth transition to the new Community Justice structure	
Action 1.1	Action 2.1	Action 3.1	Action 4.1	Action 5.1	Action 6.1	Action 7.1	
Review Tayside’s Short-term Prisoner Protocols to ensure effective delivery of outcomes	Pilot and evaluate models of ‘Women’s Justice Centre’ approaches	Develop / mainstream Tayside Intensive Support Service (TISS) Projects for Persistent Offenders	Monitor the performance of community-based disposals (including CPO, DTTO) to identify improvements.	Roll-out the Moving Forward: Making Changes sex offender treatment programme, integrating with MAPPA.	Review Section 27 funding allocation against recognised ‘What works in Reducing Reoffending’ research.	Work with national partners to develop briefings / workshops for CPPs	
Action 1.2	Action 2.2		Action 4.2	Action 5.2	Action 6.2	Action 7.2	
Roll out learning from HMP Perth / Dundee CJSW Throughcare Pilot and other associated projects	Share / implement best practice from Women’s Centre pilots locally and nationally		Conduct a review to ensure the needs of offenders on CPOs are provided for.	Contribute to national consultation on MAPPA for Violent Offenders	Implement recommendations of RRP2 funding workstream.	Work with CPPs and Partners to agree local delivery arrangements for new structure	
					Action 6.3	Action 7.3	
					Review the value-for-money and sustainability of Women’s Centres, TISS and local Mentoring projects	Facilitate arrangements to retain cross authority services	
Action 8	Action 9	Action 10					
Deliver Children/Families PSP Pilot for families of Prisoners at HMP Perth	Integrate local and national PSP mentoring projects with existing services for offenders (influences priorities 1-4)	Implement findings of Government’s RRP2 Workstreams as appropriate (Influences all priorities)					



# SECTION 4 / RATIONALE FOR AGREEING THE PRIORITIES AND OBJECTIVES

## 4.1 PRIORITY 1: PROVIDING EFFECTIVE THROUGH-CARE SERVICES TO SHORT-TERM PRISONERS

The Strategic Assessment clearly identified that Short-term Prisoners are a priority:

- The latest reconviction rate data (2010-11 offender cohort) shows that Prison sentences presented higher reconviction frequency rates than community-based sentences (almost double for the male population).
- Prison sentences accounted for more than half (55%) of males in the cohort, (41% of the female cohort).
- Tayside figures showed reconviction frequency rates of prisoners to be considerably higher than the Scottish average.
- Reconviction rates were generally higher for sentences up to 2 years in length, though the rate was still high for 2-4 years. Between the 2-4 years and 4+ years categories the rate effectively halved (possibly as Statutory Throughcare follows release).

There is an increasingly complex landscape appearing in relation to Short-term Prisoner Throughcare across Tayside: Development work relating to existing Protocols; the HMP Perth/Dundee CJSW Pilot; the Third-sector-led SPAN Project; National and Local Mentoring PSPs; and a Dundee ADP-led rapid improvement approach to delivery of substance misuse services – all on-going. All of these initiatives will be streamlined into an efficient system in order to maximise the use of resources for achieving outcomes for Short-term Prisoners, in order to reduce their risk of reoffending.

## 4.2 PRIORITY 2: DELIVERING BETTER OUTCOMES FOR WOMEN OFFENDERS

The Strategic Assessment data points towards the need for prioritizing services for Women offenders:

- Women aged 21-30 have a considerably higher reconviction frequency rate than the Scottish average.
- Women <21 are above the Scottish average but low by comparison to 21-30s (with exception of Angus, which is higher).
- Women over 30 are also higher than the Scottish average, though for Dundee only. But women over 30 account for a large percentage of all women offenders, at 43%.

The Scottish Government has placed Women Offenders as a national priority, in response to the Angiolini Commission report. Funding has been made available to develop Women-specific services, based on the recommendations of the Angiolini Commission around Women's Justice Centres.

Each of Tayside's three local authority areas will pilot a different partnership approach to delivering such services. The CJA will facilitate shared learning from each pilot in order to ensure that outcomes for Women Offenders are improved and are sustainable.

## 4.3 PRIORITY 3: REDUCING THE HARM CAUSED TO COMMUNITIES BY PERSISTENT OFFENDERS

The Strategic Assessment clearly identified Persistent Offenders as a priority:

- Crime types generally associated with persistent offending, e.g. crimes of dishonesty, accounted for a fifth of all crime in Tayside.
- These crimes tend to be associated with a drug habit, and data shows Tayside has a high proportion of problematic drug users compared to the national average.

Working with the relatively small number of Persistent Offenders will reduce the disproportionately large amount of crime they commit.

Work is on-going via the Tayside Intensive Support Service (TISS) projects being rolled-out across Tayside. However these are in their infancy, and will require the development of a sustainable resourcing model to take them forward if successful outcomes are to be achieved in the longer term.

There are other areas of work which will have an impact (for example Throughcare, Mentoring PSPs etc.) which will require to be aligned with the TISS projects. The CJA and its Partners will work to ensure that this work with Persistent Offenders is effective and sustainable, and tailored to locally identified needs.



# SECTION 4 / RATIONALE FOR AGREEING THE PRIORITIES AND OBJECTIVES CONT.

## 4.4 PRIORITY 4: DELIVERING EFFECTIVE COMMUNITY-BASED DISPOSALS.

The Government's guidance requires that CJAs and their Partners must ensure that Community Payback Orders (CPO), Drug Treatment & Testing Orders (DTTO) and other relevant community sentences/disposals are delivered effectively.

Local Authority Partners will monitor and report on existing local CPO performance indicators (developed as part of the previous Area Plan 2011-14), and develop equivalent indicators for DTTO and other community disposals.

Where required improvement actions will be developed to ensure efficient and effective delivery.

## 4.5 PRIORITY 5: MANAGING 'HIGH RISK OF HARM (HROH)' OFFENDERS

The most recently published data from Tayside MAPPA (Multi-Agency Public Protection Arrangements) shows that MAPPA works well in Tayside, with 97% of sex offenders complying with their registration requirements. The system therefore operates well.

To build on this, the Government has set a priority for CJAs and their Partners to support the roll out and implementation of the new 'Moving Forward: Making Changes' (MFMC) sex offender treatment programme. Work is already under way in Tayside regarding this, with relevant staff currently being trained in the delivery of this programme.

Additionally, a delivery plan for implementing MFMC in Tayside has been developed and agreed.

Work is also under way at a national level to look at extending the MAPPA set-up to offenders at a high risk of causing harm ('HROH' offenders). Tayside CJA and its partners will feed into this and implement recommendations as appropriate.

## 4.6 PRIORITY 6: ENSURING EFFICIENT AND EFFECTIVE USE OF RESOURCES

The Government's guidance to CJAs on developing their Area Plan 2014-17 states that CJAs and their Partners must:

- Make best use of the additional flexibility offered by removing the Section 27 Core/Non-core ring-fencing, to plan and deliver effective services for offenders;
- Explore innovative approaches to meet local needs through the use of existing allocations and/or through partnership working arrangements; and
- Ensure that monitoring procedures are in place to evidence the efficacy of new and existing projects, providing interim findings and outcomes as part of CJA resource planning for 2014-17.

The CJA will work with its Partners to address these requirements.

A review of the allocation of Section 27 funding allocation, against the Government's 'What Works to Reduce Reoffending' research will be conducted to identify where best to invest the Section 27 funding. Subsequently, future budgeting decisions will be informed by the outcome of this process.

Partners will continue to commit their own resources, where relevant, in addressing the priorities set out in this Area Plan (as has been the case in Tayside in recent years).

Section 5 explains how the CJA and Partners will monitor performance, achievement of outcomes, etc.

# SECTION 4 / RATIONALE FOR AGREEING THE PRIORITIES AND OBJECTIVES CONT.

## 4.7 PRIORITY 7: ENSURING A SMOOTH TRANSITION TO THE NEW COMMUNITY JUSTICE STRUCTURE

While specifically relevant to Tayside this priority is also a national joint-CJA priority.

The Scottish Government announced the outcome of its recent consultation on “Redesigning the Community Justice System” in December 2013. The new proposed structure will see responsibility for local strategic planning and delivery of community justice services transferred from CJAs to Community Planning Partnerships (CPPs). A new national body will also be created and the duties and functions of CPPs and this body are the subject of further consultation during early-mid 2014.

It is expected that the new arrangements will come into effect in 2016-17 with the duties and functions of the eight CJAs transferring to CPPs and the national body prior to implementation. The challenge for all those involved in community justice during this period of transition will be to ensure the availability of services which reduce reoffending continues and that the structure transition does not disrupt existing good practices.

**Nationally** - Scotland's eight CJAs will work with the Scottish Government, COSLA and other strategic partners to develop the new community justice structure for Scotland. During the period of this plan CJAs will help prepare CPPs for their new responsibilities by providing briefings and workshops for Members and staff. Through these arrangements CJAs will ensure CPPs are briefed on 'good practice' within the community justice sector. CJAs will also provide information packs on a range of community justice themes and issues to help them get ready for the new structure going live.

**Locally** - Tayside CJA will work in its local areas with CPPs, Local Authorities and Partners to agree local transition arrangements to ensure the smooth transfer of resources including funding, information and where relevant, personnel. The CJA will also facilitate arrangements to retain joint or cross authority services which contribute to reducing reoffending. The CJA will support partners to implement any new performance management framework.

## 4.8 SUPPORTING OBJECTIVES

**PSPs** - The Government's 'Reducing Reoffending Change Fund' was used to fund projects for the delivery of Mentoring Services to Women Offenders and Prolific Male Offenders aged 25 and under, using a 'Public Social Partnership' (PSP) model.

In Tayside the local PSP lead by Tayside Council on Alcohol supports offenders across a range of projects, including Short-terms Prisoners released from HMP Perth, Female Offenders accessing the Womens' Justice Centres, the Persistent Offenders Project, and offenders on Community-based Sentences.

The initial funding period ends in March 2015, after which the public sector partners in each project are expected to provide sustainability funding, contingent upon the projects evidencing successful outcomes. The CJA will work with Partners to ensure that a robust evaluation of the local Tayside PSP is undertaken, and if appropriate will identify how sustainable funding can be identified from Section 27 funding allocations.

Another PSP project funded from the Government's Children and Families Change Fund will be delivered at HMP Perth with a focus on reducing the harm caused, as a result of imprisonment, to the children and families of Prisoners. The CJA will seek to provide support and facilitation to any other PSP Projects where community justice outcomes can be delivered.

### Government Reducing Reoffending Programme 2

The Government is currently running a change programme – the Reducing Reoffending Programme 2 (RRP2). Community Justice Authorities are represented on a number of RRP2 project groups, each focussing on one of the project's workstreams, which are as follows:

- Prisoner Throughcare
- Women Offenders
- Community Payback Orders
- Funding
- Performance Management
- Community Justice Structures

These issues all fall under the priorities identified in this Area Plan. In addition to the work identified above the CJA will work with its Partners to implement locally any work identified by RRP2.

# SECTION 5 / DELIVERING THE PRIORITIES AND OBJECTIVES

## 5.1 PARTNERSHIP WORKING

Partnership working is of paramount importance. The added value of the partnership working facilitated by CJAs was recognised by Audit Scotland in their 'Reducing Reoffending in Scotland' report, and it is through partnership working that the CJA Priorities will be met.

This is borne out in the reconviction data. Analysis of the average annual change in the reconviction rates (see appendix 1) shows an improvement in the rate of reduction at the time the partnership working promoted by the CJA approach commenced. While the data has some limitations, the trends do imply that a partnership approach as promoted by the CJA is most likely to have the greatest impact on reducing re-offending, and also offers opportunities to provide better value for money outcomes.

Tayside CJA Officers will work with Partners and CPPs to ensure that the partnership approach embedded in the CJA-centric model is successfully transferred over to the new CPP-led arrangements. This includes existing cross-border partnership working, jointly commissioned services etc., which have operated in Tayside for a number of years.

CJA Officers will facilitate the development of local Themed Partner Groups under each priority. Each of these groups will develop specific outcomes under each objective, as well as annual Action Plans detailing the work they will undertake to achieve them. CJA Officers will also continue to provide governance, strategic and evaluation support to the Themed Partner Groups. It is intended that these Themed Partner Groups will continue in the same form upon the transferral of the CJAs responsibilities to the new CPP-centric model for community justice, with only the reporting routes changing.

## 5.2 GOVERNANCE AND SCRUTINY

Themed Partner Group Action Plans will be submitted to the Tayside CJA Board for approval. CJA Officers will carry out a scrutiny and oversight function on behalf of the CJA Board, requiring quarterly progress reports from the Themed Partner Groups, and advising CJA Elected Members of any action required to make further progress.

The system of working described in this section has been designed specifically with the move to the new community justice structure in mind. Partner-led working groups will already have been in place and operating for a couple of years come the transition. Whereas progress will have been reported to CJA Elected Members at their Board meetings, after the transition progress will be reported to CPP Board meetings.

Furthermore, the new system will have the advantage of freeing up some CJA Officer time (from running working groups as they used to), to be able to support both the Government and local Partners/Partnerships in planning and delivering the transition to the new structure.



# SECTION 6

## / MEASURING PROGRESS

### 6.1 THE GOVERNMENT'S REDUCING REOFFENDING

Programme 'Performance' Workstream Audit Scotland's report 'Reducing Reoffending in Scotland' identified a deficiency across Scotland in the ability to measure how services for offenders improve outcomes (and thus reduce the risk of reoffending).

The Government launched phase two of their Reducing Reoffending Programme ('RRP2') in April 2012, which included a workstream on overhauling performance management. The aim of this workstream is to develop and implement a national performance framework for the delivery of community justice across Scotland. CJAs are awaiting the outcome of this work, and anticipate that the national framework can be used to measure and evidence progress made in achieving their objectives, and to allocate Section 27 funding based on 'What Works', and linked to performance.

### 6.2 CJA NATIONAL INTERIM PERFORMANCE FRAMEWORK

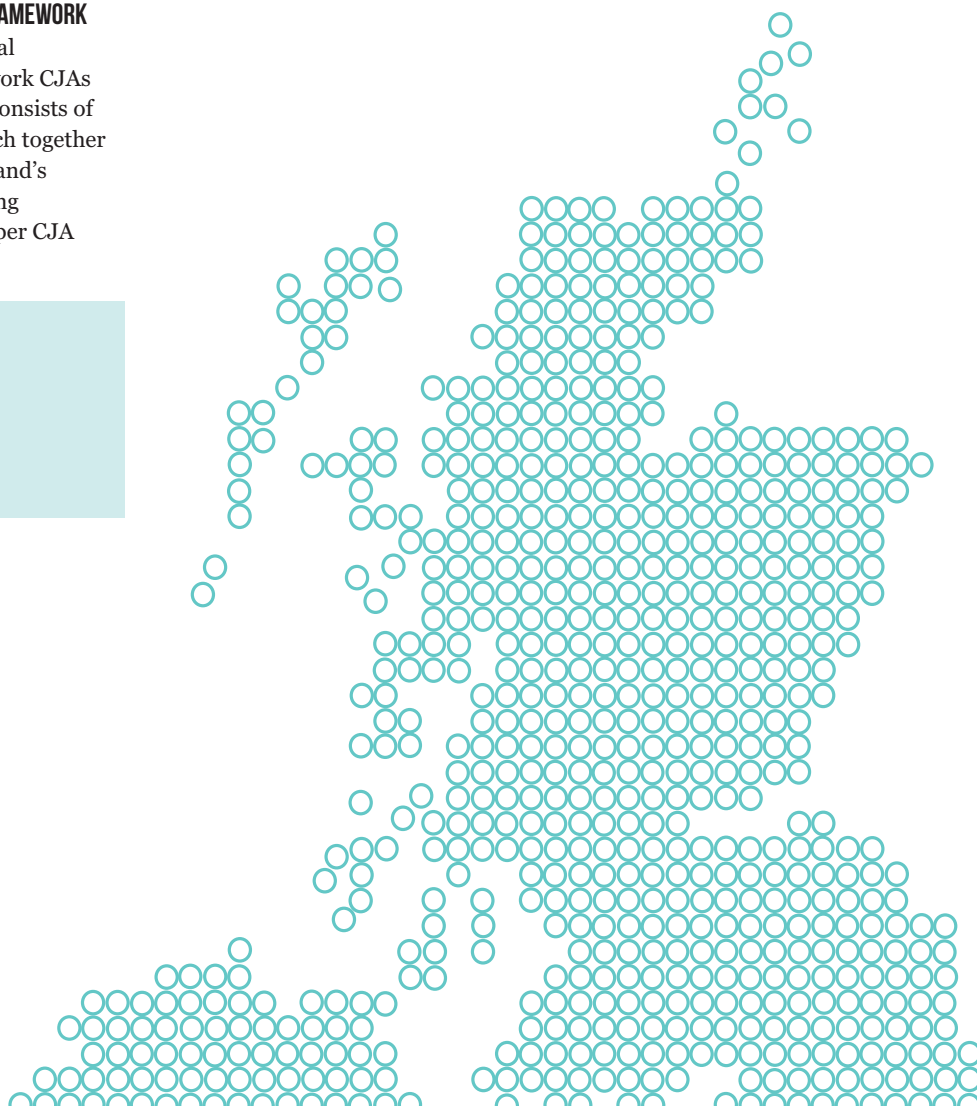
In anticipation of the launch of a national community justice performance framework CJAs developed an interim framework. This consists of sets of annually-published datasets which together form a picture of how successfully Scotland's Justice System has performed in reducing reoffending. Datasets are broken down per CJA Area, and comprise:

- Reconviction Rates
- Recorded Crime
- Community Sentence Performance
- Licence Recalls
- Sex Offender Recidivism
- Victimisation Rates

### 6.3 LOCAL PERFORMANCE MONITORING

It is essential that the achievement of the Objectives for 2014-17 are properly evidenced by measurable data. As described in Section 4, each of the Themed Partner Groups will be required to identify specific outcomes under each of the Objectives, and identify which performance measurements will be used to evidence the achievement of these outcomes.

Tayside CJA Officers will support the Themed Partner Groups in developing sets of indicators which will evidence achievement of the local outcomes, linking these with the Government's RRP2 performance workstream conclusions. This work will also seek to tie-in with any existing and overlapping objectives and targets in the three Tayside-based Single Outcome Agreements.



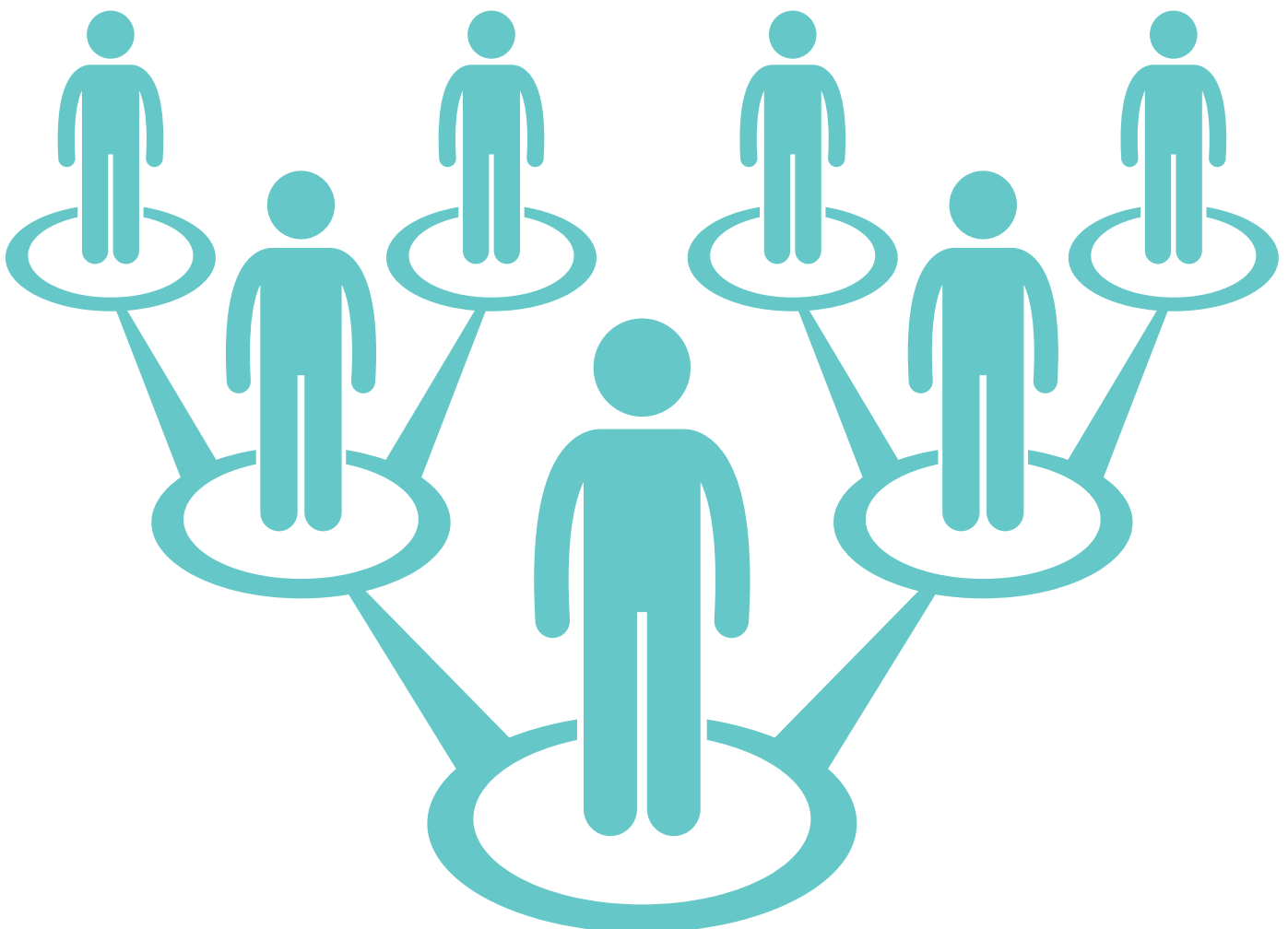
# SECTION 7

## / SHARING GOOD PRACTICE

The CJA has a statutory duty to share good practice both locally between its partner organisations, and nationally between CJAs.

To fulfil this duty, the CJA will organise and host a range of learning events on specific topics relating to the Area Plan priorities, with a view to sharing good practice around these topics. The will fully involve partner organisations and other stakeholders in the design, content and delivery.

The timetabling of these events will be on an emergent basis – as and when good practice has been fully identified.



# SECTION 8

## / CJA FINANCE

### 8.1 RUNNING COSTS

Tayside CJA receives an administration budget of approximately £200k annually which covers running costs. This includes staff costs, Elected Member remuneration, stationery, telephones, IT support etc. Tayside CJA employs 3 full time staff.

### 8.2 'SECTION 27' FUNDING FOR CRIMINAL JUSTICE SOCIAL WORK SERVICES

Tayside CJA receives around £8 million in Section 27 funding (as in Section 27 of the Social Work (Scotland) Act 1968). This is roughly broken down to around £5.5 million 'core' funding (for example for the provision of Community-based court orders), and £2.5 million 'non-core' funding (for example for delivering services in support of court orders).

Section 27 funds are allocated to constituent Local Authorities for the delivery of Criminal Justice Social Work (CJSW) Services.

The Management of Offenders etc. (Scotland) Act 2005 clearly states that the CJA area plan is for the purpose of "reducing reoffending by relevant persons". A relevant person is an individual under supervision or a person in custody. Funding is therefore restricted to resourcing services which are provided directly to offenders.

### 8.3 FUNDING OF OTHER CRIMINAL JUSTICE SERVICES

The S27 grant allocation to local authority CJSW services is only a small part of the overall funding that is spent on the criminal justice system. Each of our statutory partners (see page 2) delivers services within the criminal justice system and have a statutory duty to co-operate with the CJA in delivering the Area Plan.

### 8.4 FINANCIAL MONITORING

The CJA Elected Members receive quarterly financial monitoring reports for both the admin budget and the S27 Criminal Justice Social Work budget. Budget lines are monitored and adjusted accordingly through the course of the year to ensure that spending does not exceed allocation.

Audit Scotland carries out an annual audit of the CJA's financial statements, and also looks at aspects of performance management and governance arrangements. Their report to Elected Members identifies key risks, and actions to address those risks, and is submitted formally to the Community Justice Authority Board Meetings.



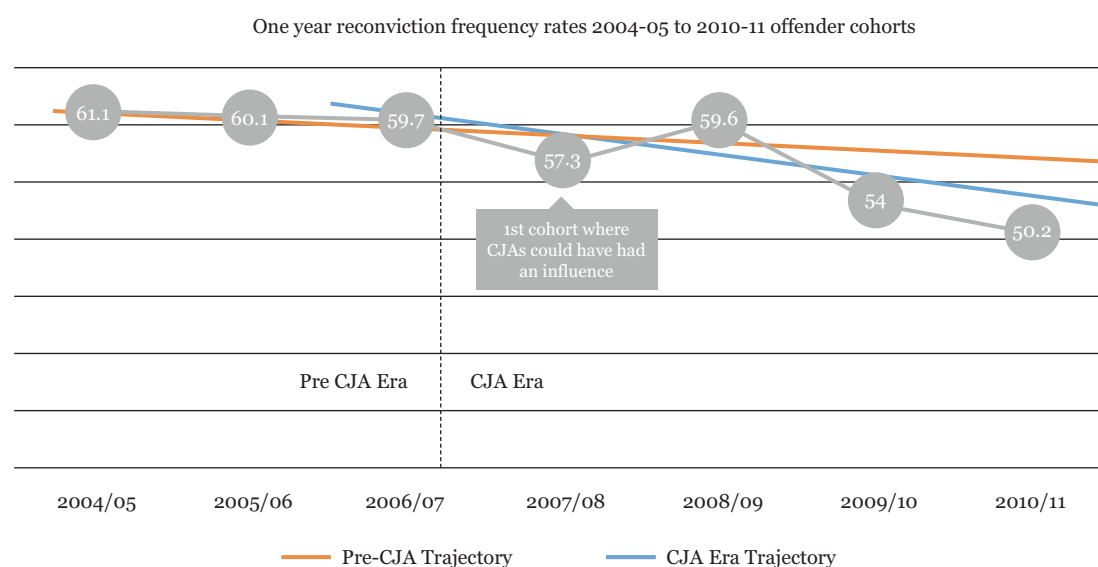
# APPENDIX

## Supporting evidence for partnership working in reducing reoffending: National reconviction rate trends Pre- and Post-CJA creation

Average Annual Changes in the reconviction rate data - Pre- and Post- CJA comparison									
	Pre-CJA Partnership era				CJA Partnership era				
Data Type	2004-05	2005-06	2006-07	Av. Ann. Change <sup>1</sup>	2007-08	2008-09	2009-10	2010-11	Av. Ann. Change <sup>2</sup>
2 year reconviction rate	44	45	44	0	42	42.2	40.5	N/A	-1.2
1 year reconviction rate	32.5	32.5	32.4	-0.05	31.8	31.5	30.1	28.4	-1.0
1 year reconviction freq. rate	61.1	60.1	59.7	-0.7	57.3	59.6	54	50.2	-2.4

<sup>1</sup> Average annual change calculated by dividing overall change between 2004-05 and 2006-07 by 2 (three years of data = 2 changes)

<sup>2</sup> Average annual change calculated by dividing overall change between 2006-07 and 2009-10 by 3 (four years of data = 3 changes)





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