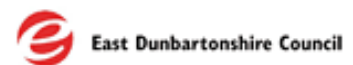


North Strathclyde

Community Justice Authority

Area Plan 2014/2017



Strengthening Community Justice Together

Content

Foreword	2
Introduction	3
The Evolving National Environment	
National Performance Framework	
Strategy for Justice in Scotland	
Structures	
Transitions	
Nationally	
Locally	
National Aims	6
Joint Statement	
NSCJA Priorities	7
Underlying Issues	
Main Stakeholders	
What we Plan to Achieve Locally	
What Actions we will do as a Partnership	
Measuring Success	10
How we will Measure Success	
CJA National Interim Framework	
How we will manage performance	
Financial Statement	
Appendices	13
1. Joint National Action Plan 2014/17	
2. High Level Indicators 'Scotland Performs'	
3. Glossary	
4. NSCJA Board	

Our Vision

NSCJA will work
through partnership
to reduce
reoffending and
contribute to making
Scotland a safer and
stronger country.



The Public Sector Equality Duty and our Commitment

North Strathclyde CJA recognises that to truly deliver a safer, stronger authority area, we need to make sure that considering equalities is an integral part of our and our partners business.

This Area Plan has been subject to an equalities impact assessment. This will be monitored throughout the period of the plan, with a review of the impact of the plan in terms of equalities

Foreword



As Convener of the North Strathclyde Community Justice Authority I am pleased to welcome you to our fourth Area Plan to Reduce Re-offending covering the 3 year period from April 2014 – March 2017.

The plan sets out how the CJA will take forward the duties laid out in the Management of Offenders etc (Scotland) Act 2005, and our commitment to the Scottish Government's Strategic Objectives and National Outcomes.

Our aim is to make our communities safer and to have a consistent and integrated approach to managing offenders both in the community and whilst in custody in order to reduce reoffending.

The people of Scotland expect that those who commit crime are held to account for their offences and that crime is taken seriously. The community has a right to expect that offenders are dealt with effectively; this means that they should be required to make recompense for their behaviour and to stop offending.

This Area Plan is set against a backdrop of the forthcoming restructuring of community justice services. North Strathclyde CJA is committed to ensuring that all partners continue to work together to deliver the objectives and achieve the outcomes outlined in this Plan that will reflect a positive impact on communities and offenders.

We are also committed to ensure that the transition from the present to new structure goes smoothly with no disruption to service provision.

In 2012 the Scottish Government published 'The Strategy for Justice in Scotland'. Reducing Reoffending was identified as one of the priorities of that strategy, and is being progressed through the Reducing Re-offending Programme Board and its implementation workstreams.

Two of the workstreams relate to throughcare arrangements, ensuring that both long and short term offenders have access to the services they need to reduce their reoffending, and to improving responses to women who offend (taking forward the recommendations of the 2012 Angiolini Commission). These priority areas form a key part of this Area Plan.

I am confident that we can meet the very challenging agenda, in these economically challenging times and continue to make a significant impact on reducing re-offending in the NSCJA area.

Members of the Community Justice Authority; the elected councillors from Argyll and Bute, East Dunbartonshire, East Renfrewshire, Inverclyde, Renfrewshire, and West Dunbartonshire, are grateful for the commitment and co-operation shown by all the partners involved in the Community Justice system

Councillor Tommy Williams
Convener
North Strathclyde Community Justice Authority

Introduction

The primary purpose of Community Justice Authorities is to bring together a broad range of agencies, with the jointly agreed task of reducing re-offending, to achieve a more co-ordinated approach to delivering quality services for offenders, their families, victims and the community at a local level.

It is a partnership arrangement in recognition that this is a complex landscape and that no single agency can manage a reduction in re-offending.

Section 3(5) (a) (i and ii) of the Management of Offenders Etc. (Scotland) Act 2005 requires the Community Justice Authorities across Scotland to;

- (i) prepare, in consultation with the partner bodies, the Scottish Ministers, the appropriate local authorities and such other bodies as the Scottish Ministers may specify, a plan for reducing re-offending by relevant persons; and
- (ii) to submit that plan to the Scottish Ministers

This is the fourth Area Plan for the North Strathclyde Community Justice Authority (NSCJA) and is for the 3 year period April 2014 – March 2017.

The Evolving National Environment

NSCJA acknowledges the changing political and economic climate over the lifetime of this three-year Area Plan. In our 2011-14 Area plan, we stated that:

‘The economic forecast for the same period indicates that the pressures on public spending will be significant; this may impact on the capacity of some of our partners to contribute to the reducing reoffending/community safety agenda.’

In 2011 the Commission on the Future Delivery of Public Services, chaired by Dr Campbell Christie CBE (the ‘Christie Commission’), was charged by the Scottish Government with identifying opportunities and obstacles to the continuation of improving outcomes for the people of Scotland; by driving up the quality of services; and by redesigning services around the needs of citizens, tackling the underlying causes of those needs as well as the symptoms.

The Commission recommended the reform of public services informed by the following principles:

- Involving individuals and communities in the design and delivery of services;
- Closer partnership working by public service providers to integrate service provision;
- Prioritisation of expenditure on services which prevent negative outcomes from arising;
- Public services must become more efficient.

The Christie Commission findings and recommendations form a back-drop to all subsequent evolving changes to the public service landscape.

National Performance Framework

NSCJA recognises that there are significant strategic challenges and opportunities to be faced in supporting and guiding partners to implement the work addressed in the future. We are fully committed to the ‘*Scotland Performs*’ agenda, the ‘*Reducing Reoffending Programme*’, the national aims and objectives as well as the NSCJA aims and objectives.

The Scottish Government has stated within its ‘Scotland Performs’ framework a single purpose:

“to create a more successful country where all of Scotland can flourish through increasing sustainable economic growth”

It also has the stated aim:

“to live in a successful Scotland: a healthy, safe, well-educated country, with a vibrant economy, opportunities for all, and a desire for Scotland to be fair, tolerant and green.”

Of the 15 National Outcomes detailed in ‘Scotland Performs’ those most relevant to NSCJA are:

- | | |
|----------------------|--|
| National Outcome 9: | We live our lives safe from crime, disorder and danger |
| National Outcome 11: | We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others |
| National Outcome 15: | Our public services are high quality, continually improving, efficient and responsive to local people’s needs |

In working towards these outcomes, we are also aware of the importance of the social and economic context within which we work. Crime, offending and public safety are closely linked to these factors.

Strategy for Justice In Scotland

“*The Strategy for Justice in Scotland*”, published by the Scottish Government in September 2012, describes an over-arching and consistent framework to which all who work in justice and community safety can align their efforts. It sets out a clear line from approach and priorities to purpose, vision and outcomes.

“Our vision is of a justice system that contributes positively to a flourishing Scotland, helping to create an inclusive and respectful society, in which all people and communities live in safety and security, individual and collective rights are supported, and disputes are resolved fairly and swiftly.”

The Strategy sets out eight outcomes for justice:

- We experience low levels of crime;
- We experience low levels of fear, alarm and distress;
- We are at a low risk of unintentional harm;
- Our people and communities support and respect each other, exercising both their rights and responsibilities;
- We have high levels of confidence in justice institutions and processes;
- Our public services are fair and accessible;
- Our institutions and processes are effective and efficient;
- Our public services respect the risks and voices of users;

Structures

In addition to the evolving policy and strategic landscape described above, a period of considerable structural change is currently underway within criminal and community justice.

- In April 2012 the Crown Office and Procurator Fiscal Service (COPFS) was restructured into three regional federations, with an overall national federation;
- Effective from April 2013, Scotland's police forces were combined into one force, Police Scotland;
- The Scottish Court Service has consulted about the shape of future court provision, and published proposals about changes to the structure of the service in April 2013; and
- The Scottish Government announced the outcome of the consultation "[Redesigning the Community Justice System](#)" in December 2013.

Transition

The Scottish Government announced the outcome of its recent consultation "Redesigning the Community Justice System" in December 2013. The new proposed structure is for local strategic planning and delivery of community justice services through Community Planning Partnerships (CPPs). A new national body will also be created and the duties and functions of this body are the subject of further consultation during early / mid 2014.

The new arrangement will come into effect in 2016/17 with the result that the duties and functions of the eight CJAs will transfer 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

All 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 we will help prepare CPPs for their new responsibilities by providing briefings and workshops for Members and staff. Through these arrangements we will ensure CPPs are briefed on "good practice" within the community justice sector. We will also provide information packs on a range of community justice themes and issues to help them get ready for 2016.

Locally

We will work in our local areas with CPPs, Local Authorities and others to agree local transition arrangements to ensure the smooth transfer of resources including funding, information and in some cases personnel. Locally we will also facilitate arrangements to retain joint or cross authority services which contribute to reducing reoffending.

National Aims

The Management of Offenders etc (Scotland) Act 2005 created a special relationship between the Community Justice Authorities, Local Authorities and the Scottish Prison Service which is defined as a “duty to co-operate”.

In recognition of this, the eight Community Justice Authorities have worked collaboratively with the Association of Directors of Social Work (ADSW) and the Scottish Prison Service (SPS) to prepare the joint statement below and identify shared national aims and objectives that will be delivered nationally during the 2011–2014 Area Plan period. This work was assisted by the Scottish Government Community Justice Services Division (SGCJSD) and the Convention of Scottish Local Authorities (CoSLA)

“We will make an effective contribution to creating a safer Scotland by working in partnership to reduce re-offending in our communities.”

Our joint national strategic aims are to:

1. Improve joint working practices
2. Improve information sharing
3. Improve community integration
4. Improve the shared management of resources and policy development

See Appendix 1 for further information.



North Strathclyde CJA Priorities

Underlying Issues (Why we are doing it?)

Over the last six years there has been a significant positive change in justice related matters within the North Strathclyde Community Justice Authority area. Recorded crime figures have reduced by 29.96%; reconviction figures are at an all time low, with a reduction of 5.7% taking the one year reconviction figure for NSCJA to 27%, at the same time there has been a steady increase in the number of residents who believe that the area is a safe place to live.

This does not mean however that the job is complete. Some additional work needs to be done to tackle some significantly difficult societal issues.

Despite recorded domestic abuse figures decreasing by 11% across NSCJA in the last year, they have increased by 8.15% over the last six years. This may be attributed to a number of factors, however 30% of police work in the area is related to domestic violence which is often related to alcohol. We will work with partners to significantly reduce instances of , and the harm caused by , domestic abuse in the NSCJA area.

The average number of women offenders from the NSCJA area in prison during 2013 was 39. Despite the population fluctuating month on month, this average figure has remained steady for the last 3 years and needs to be addressed. The average number of male offenders during 2013 was 783; this has risen on the previous 3 year's figure. We will work with our partners through the Public Social Partnerships (PSPs) and the innovative Throughcare Support Officer pilot in HMP Greenock to address these issues and decrease the number of NSCJA residents being caught up in the 'revolving door' of offending.

In the NSCJA area, applications made to the court for the breach of community sentences has fallen, however the percentage of those breaches of community sentences resulting in a custodial sentence has risen. There may be a number of factors impacting on this, such as the introduction and bedding in of the Community Payback Order etc, however it is a trend that we, along with our Local Authority partners need to address and reverse, as it has an impact on prison population numbers and resources for community sentences.

The majority of offenders in the NSCJA area often come from some of the most challenged communities in Scotland, their experience of health and wellbeing is generally amongst some of the poorest in the country and they are often those with the fewest personal assets on which to draw in moving towards healthier lifestyles and life circumstances possibly contributing to reducing the likelihood of reoffending.

Since 1999, life expectancy in males living in the poorest 15% of areas in Scotland, three of which are in the NSCJA area, has increased by 1.4 years while life expectancy for males living in the rest of Scotland has increased by 2.1 years. The corresponding figures for females are 1.2 years for those living in the poorest areas and 1.6 years for the rest of Scotland. In general, prisoners, both before and on liberation from prison, live in these poorest areas of Scotland. Their health inequalities are further exacerbated by the even higher rates of premature death that ex-prisoners experience, related to violence, accidents, substance misuse and suicide. We will continue to work with our partners in the National Health Service (NHS) and other relevant partners to continue to try to eradicate these inequalities.

In 2012 there were 73 drug related deaths and 144 alcohol related deaths. Despite the fact that these figures have reduced on the previous year by 6.4% and 13.8% respectively, the number of drug and alcohol related deaths in the area is still unacceptable, therefore we will work in partnership with our Alcohol and Drug Partnerships (ADPs) and our third sector partners such as the Turning Point Scotland Turnaround residential service to address these areas.

Main Stakeholders (Who needs to be involved)

NSCJA realise that we cannot make positive changes in isolation and therefore need a range of partners and other stakeholders to continue the good work that is taking place and assist in addressing the emerging issues. Some of these partners are:

Action for Children	Police Scotland
Apex Scotland	Renfrewshire Council
Argyll & Bute Council	SACRO
Barnardos	Scottish Court Service
Circle Scotland	Scottish Prison Service
Crown Office and Procurator Fiscal Service	Scottish Government
Department for Work and Pensions	Turning Point Scotland
East Dunbartonshire Council	The Wise Group
East Renfrewshire Council	Victim Support Scotland
Inverclyde Council	Violence against Women Network
NHS Greater Glasgow and Clyde	West Dunbartonshire Council
NHS Highland	

What we Plan to Achieve Locally

- A continued reduction in the 1 year reconviction rate in the NSCJA area.
- The effective provision of person centred, evidence led support services and interventions for women offenders as recommended by the Commission on Women Offenders in both community and in-custody settings.
- Effective and enhanced support services and interventions for high risk offenders including sex offenders and perpetrators of domestic abuse, whilst ensuring the 'victim's voice' is heard in the NSCJA area
- An increased focus on alternatives to custody and community sentences where appropriate, including diversion; community payback order (CPO); Drug Treatment and Testing Orders (DTTO); the use of electronic monitoring, where suitable; and alternatives to remand.
- Continue to support a prison culture where the maximisation of opportunities for prisoners to work towards positive destinations is the norm, addressing the cross cutting issues that contribute to offending and re offending.
- A collaborative approach with our partners in Health and Alcohol and Drug Partnerships to address Health Inequalities.
- A smooth and efficient transition into the new Structure for Community Justice.

What Actions we will do as a Partnership

- We will continue to work effectively in partnership to ensure the coordination of plans/strategies, interventions and workforce learning and development to reduce reoffending.
- We will agree an Action Plan each year with our partners and others, which will set out specific actions that we will manage and monitor through regular progress reports to NSCJA.
- We will be responsive to developing policy initiatives by including these within our existing partnership structures or establishing new structures where required to implement at a local level.
- We will take into account the recommendations of the Commission on Women Offenders and ensure all resources are utilised effectively across a multi agency and multi sector approach to addressing the needs of women offenders in the NSCJA area coordinated through the NSCJA Women's Services Steering Group.
- We will ensure the effective roll out of 'Moving Forward, Making Changes' in the NSCJA area, as well as continuing to work in collaboration with a wide range of partners to develop effective interventions for domestic abuse perpetrators as well as support for victims.
- We will continue to support the increased, appropriate use of all forms of community sentences and alternatives to custody. We will progress any appropriate actions arising from the current review of Community Payback Orders and the unit cost of CPO's and review the delivery of Drug Treatment and Testing Orders across the NSCJA area.
- We will continue to support the Scottish Prison Service; in particular taking advantage in the opportunities presented by the developing estate within the NSCJA area, whilst continuing to offer support to the innovative initiatives that have already been introduced.
- We will continue to support the National; Local and exemplar Public Social Partnerships and through these we will communicate examples of good practice and success to our wider partnership group. We will work with key public sector bodies to secure sustainable funding for successful PSPs.
- We will work with NHS GG&C and other partners to pursue innovative initiatives that incorporate a 'Whole Family Approach' to address health inequalities experienced by offenders and their families.
- We will work in partnership with local Alcohol and Drug Partnerships to improve equity of service access and reduce the instances of drug related deaths and alcohol related deaths in the NSCJA area.
- We will work with Scottish Government Community Justice Division; Community Planning Partnerships and other partners and stakeholders to ensure the smooth and efficient transition of duties and functions to the new structure for Community Justice.
- We will use flexibility and innovation in the way that we allocate funding whilst keeping a focus on 'What Works' and interventions that have the most impact on reducing reoffending.



Measuring Success

How will we measure progress

How we measure progress as a Community Justice Authority is essentially about how we measure the CJA effectively as a strategic planning and monitoring body focussing our efforts in order to achieve our intended outcomes.

The CJA interim framework and the NSCJA annual report provides underlying information and evidence about how NSCJA and our partners have made progress towards the actions laid out in our annual action plans , thus supporting progress towards our intended outcomes.

NSCJA has a key role in delivering Scotland's national outcomes and indicators as set out in 'Scotland Performs'

If NSCJA is successful:

- Our partners will work together more effectively
- Offenders will be integrated into our communities
- We will make best use of our resources
- Re-offending will be reduced and North Strathclyde will be a safer place.

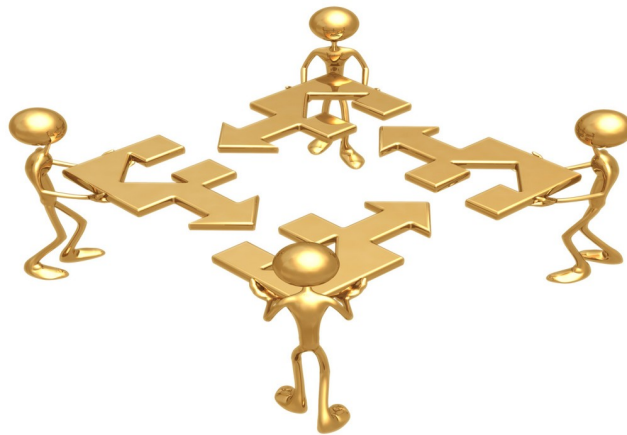
The diagram in Appendix 2 outlines the planning hierarchy, and shows the relationship between the NSCJA area plan and key partner plans. It outlines how the NSCJA area plan impacts on and interlinks with the key plans of our partners and the National Performance Framework.

CJA National Interim Framework

In order to inform and underpin any performance issues with quantitative data, CJAs developed an interim framework. This consists of sets of annually-published datasets which when interrogated form a picture of how Scotland's Justice System has performed in reducing reoffending. The framework is used to inform Conveners on trends and anomalies. The data is disaggregated to CJA area level.

The datasets are:

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



How we will manage performance

Each year NSCJA develops an Action Plan which identifies the key tasks that partners will undertake to deliver the aims of the Area Plan. Each action is assigned through consultation to a responsible person or group and progress is reported to the Area Plan Implementation Group (APIG) and the NSCJA board on a quarterly basis.

The management of the action plan is achieved through consultation and ongoing dialogue with responsible people/groups.

We have a range of mechanisms already in place for the monitoring of Local Authority CJSW; Public Social Partnerships and individual pilots/projects. E.g. all local authorities submit an annual report to the CJA outlining the work and progress that has been made during the previous year.

NSCJA is required through the Management of Offenders etc (Scotland) Act 2005 to provide Scottish Ministers with an Annual Report on our progress towards the actions that we stated we would achieve during that year. This will also be made available to our partners, stakeholders and the public.

NSCJA is fully committed to continuous improvement. As an authority, we need to interrogate and review the information that we collect through our local data framework process, identify any areas for improvement; identify areas of good practice using an asset based approach; make recommendations to our partners and Board, and then act on these recommendations by feeding them back into the improvement cycle.

Learning and Development

Learning and professional development remains a crucial element in the overall work of NSCJA, in both achieving our priorities and developing best practice in national initiatives. We are committed to the delivery of the National Training Schedule on a multi agency basis across NSCJA. A priority will be to ensure that the workforce has the required knowledge and skills to effectively deliver Moving Forward: Making Changes when it is rolled out. The continuation of LS/CMI training will also be an area that our Training and Development officer will concentrate on. Over the lifespan of this plan, we will support and work with STRADA and our local authority Alcohol & Drug Partnerships to develop Workforce Development Strategic Blueprints.

Financial Statement

Grant Allocation

The grant is an annual allocation of funds from Scottish Government to Community Justice Authorities (CJA's) to finance Local Authority Criminal Justice Social Work Departments in delivering statutory and non statutory services to offenders in the Community Justice Authority Area.

For the financial year 2014-2015, North Strathclyde CJA received £10,117,963 in 'Section 27' funding, for further allocation to our six constituent local authority's CJSW services. This represents an overall reduction of £115,319 on last year's allocation. This reduction was a result of the discontinuation of 'SAO first instance' pilot funding of £128,052 minus an overall increase in core funding of £12,733.

Local Authority Allocation

To facilitate the allocation of funding for core services across our local authority's CJSW services, a number of models of allocation were worked through. Following consultation, consideration and conversation the preferred model of allocation was presented to and approved by the NSCJA board.

Governance

In order to ensure the grant is used solely for the purpose of funding appropriate interventions to meet functions as stipulated in Section 27 of the Social Work (Scotland) Act 1968 within the financial year in which it is allocated, a 'Conditions of Grant' document is agreed and signed by each individual local authority Chief Social Work Officer. This document outlines Monitoring; Allocation; Reporting and Audit arrangements.

Women's Services

Following the recommendations of the Commission on Women Offenders, the Scottish Government announced £3m to help fund innovative multi agency ways of working with women offenders to reduce reoffending.

Three local authorities within North Strathclyde were successful in receiving funding to develop enhanced services for women offenders, these were:

- Renfrewshire who received 18 months funding of £69k.
- Inverclyde who received 12 months funding of £94k.
- West Dunbartonshire who received 12 months funding of £35k.

To supplement this funding, NSCJA has redirected some of the 'non-centrally initiated non-core funding' into these initiatives.

Flexibility

We will be flexible in how the non-centrally initiated non-core funding of £777,910 is used over the coming financial year. Where feasible and practical, this funding will be directed towards priority areas as set out in this plan.

Appendices

Appendix 1

Joint National Action Plan 2014/17

This Joint National Action Plan was developed in collaboration with senior decision makers from the Community Justice Authority's duty-to-cooperate partners. The Action Plan supports the delivery of our four national strategic aims, within the context of the Christie Commissions' recommendations.

These **four national strategic aims** underpin all CJA Area Plans 2014-17.

1. improve joint working practices;
2. improve information sharing;
3. improve community integration; and
4. improve the shared management of resources and policy development.

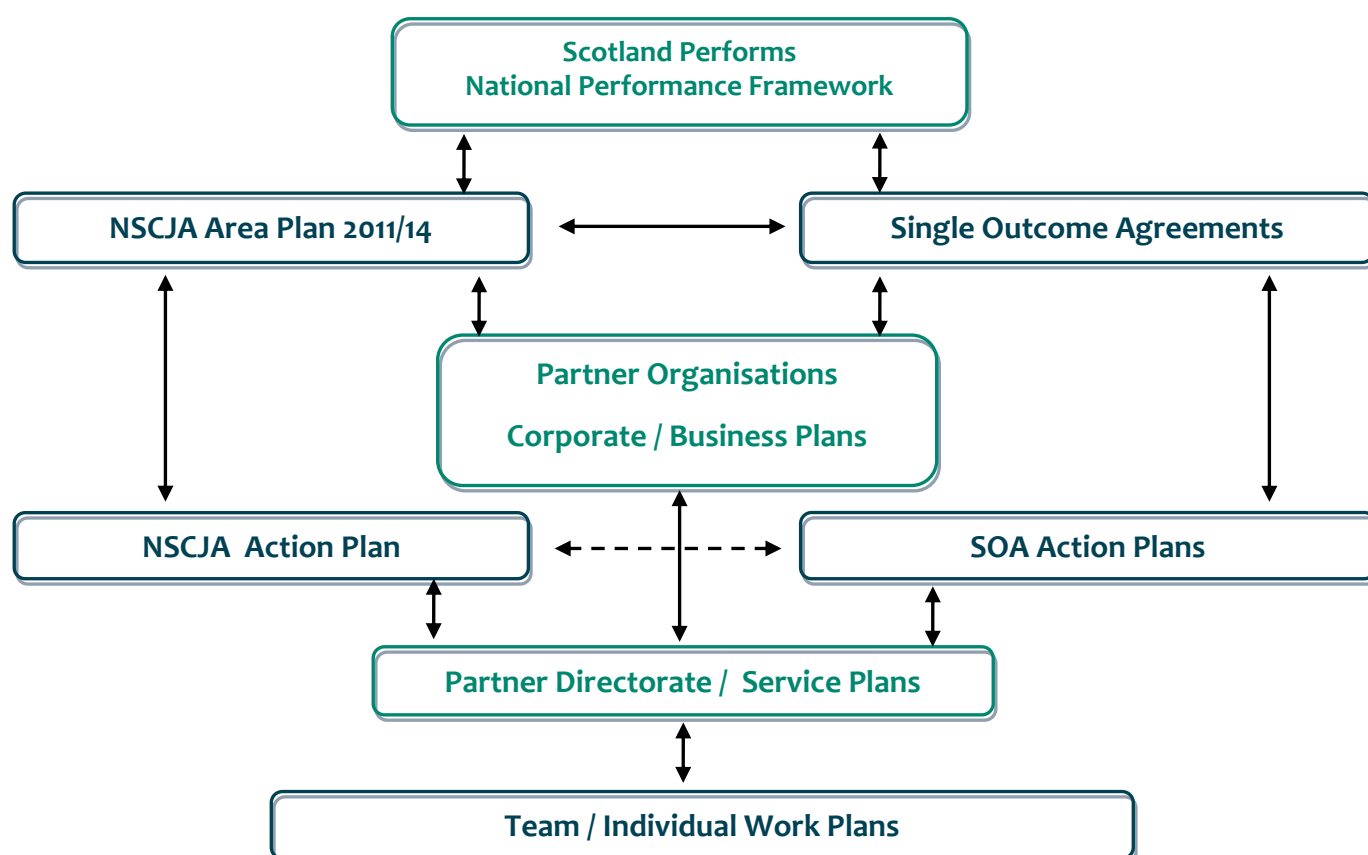
Progress against the actions is reviewed, reported to and reflects the agenda and work of the Community Justice Authority's Conveners Group. Monitoring is on a quarterly basis.

Agreed Actions:

	Theme	Actions	Aims Influenced
1	Community Justice Leadership	<ul style="list-style-type: none"> • Ensure effective leadership for the Community Justice Sector • Improve how we as leaders meet and work together, practically 	1,2,3
2	Engage with the appropriate people	<ul style="list-style-type: none"> • More effective involvement in Community Panning partnership across the Community Justice Sector • Ensure appropriate levels of engagement across the Community Justice Sector • Consider whether CJAs or our successors should be able to commission services directly 	1
3	Community Justice Outcomes	<ul style="list-style-type: none"> • Establish a clear definition of the outcomes required and agree these with partners • Focus on outcomes when allocating resources and planning services 	1,2,3,4
4	Performance Indicators (Performance Management)	<ul style="list-style-type: none"> • Develop one 'fit for purpose' performance framework • Use framework to demonstrate how efficiently Community Justice works 	4
5	National Mentoring	<ul style="list-style-type: none"> • Establish an effective mentoring intervention for short term prisoners across the Scottish Prison Service (SPS) estate and within the community • Establish an effective mentoring intervention for those in the community, including young people • Develop existing and new services to prevent people from going in to custody 	1,4
6	Align Change Fund to improve effectiveness	<ul style="list-style-type: none"> • Explore how the Early Years (Children's Change Fund) could be aligned with reducing reoffending 	4
7	Supported Bail and Diversion	<ul style="list-style-type: none"> • Develop existing and new services which will prevent offenders coming into the justice system or going into prison • Ensure a consistency of approach across Scotland 	4

Appendix 2

Scotland Performs



Appendix 3

Glossary

ADP	Alcohol and Drug Partnership
ADSW	Association of Directors of Social Work
APIG	Area Plan Implementation Group
CJA	Community Justice Authority
CJSW	Criminal Justice Social Work
COPFS	Crown Office and Procurator Fiscal
CoSLA	Convention of Scottish Local
CPO	Community Payback Order
CPP	Community Planning Partnership
DTTO	Drug Treatment and Testing

GG&C	Greater Glasgow and Clyde
HMP	Her Majesty's Prison
NHS	National Health Service
NSCJA	North Strathclyde Community
PSP	Public Social Partnership
RRP2	Reducing Reoffending Programme Phase 2
SGCJSD	Scottish Government Community
SPS	Scottish Prison Service
TPS	Turning Point Scotland
VSS	Victim Support Scotland

Appendix 4

NSCJA Board Elected Members

Councillor Tommy Williams (Convener)	Renfrewshire
Councillor Alan Lafferty (Vice Convener)	East Renfrewshire
Councillor Elaine Robertson	Argyll and Bute
Councillor Michael O'Donnell	East Dunbartonshire
Councillor Joe McIlwee	Inverclyde
Councillor Vaughan Jones	West Dunbartonshire

The key purpose of an elected member of the Community Justice Authority is to provide political and strategic leadership to the Community Justice Authority particularly in respect of the development and implementation of the Authority's Area Plan to reduce re-offending; monitoring of the Authority's budgets and contributing to the effective governance of the Authority.

www.nscja.co.uk