



LOTHIAN & BORDERS  
COMMUNITY JUSTICE AUTHORITY

## Action Plan 2013-14

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## **Lothian and Borders CJA**

### **Annual Reducing Re-offending Action Plan Submission (as at January 2013)**

#### **Contents**

1. Introduction.
  2. Where we are now.
  3. Where we want to get to.
  4. What key challenges we face.
  5. What priorities we will focus on.
  6. What strategies we will follow.
  7. What resources we will deploy.
  8. What outcomes we will achieve.
- Appendix A: What we will do.

## 1. Introduction

This refreshed Annual Reducing Re-offending Action Plan is informed by evidence from a range of sources:

- The LBCJA Improvement Framework which assesses the effectiveness of the CJA as an organisation and as a statutory partnership system;
- The CJA baseline of reducing reoffending priorities and strategies for Lothian and Borders, as informed by partners;
- The Annual Audit Plan for the CJA by Audit Scotland;
- The Assessment of Internal Control by City of Edinburgh Internal Audit;
- The joint priorities agreed between CoSLA, the SPS, ADSW and CJAs at national level;
- The Lothian and Borders Criminal Justice Board Annual Plan;
- The Edinburgh, Lothians and Borders Public Protection Strategy Group Plan and MAPPA Annual Report;
- The Scottish Prison Service Annual Development Plan;
- Local reducing reoffending action planning by Community Planning Partnerships, Alcohol and Drugs Partnerships and Community Safety Partnerships;
- Plans for the use of core and non core funding by Criminal Justice Social Work.

The diagram on page 4 illustrates how all the relevant CJA performance and planning obligations hang together.

The diagram further illustrates the pivotal role of the CJA Board in the scrutiny, oversight and monitoring of progress, underpinned by the Community Justice Strategic Officers Group.

While this Annual Reducing Re-offending Action Plan already correlates with existing partnership planning across Lothian and Borders, especially the Criminal Justice Board, we anticipate further progress in the year ahead with Community Planning Partnerships (to help them meet their reducing reoffending obligations), Alcohol and Drugs Partnerships, Domestic Abuse partnership arrangements and Third Sector networks.

## Performance Reporting

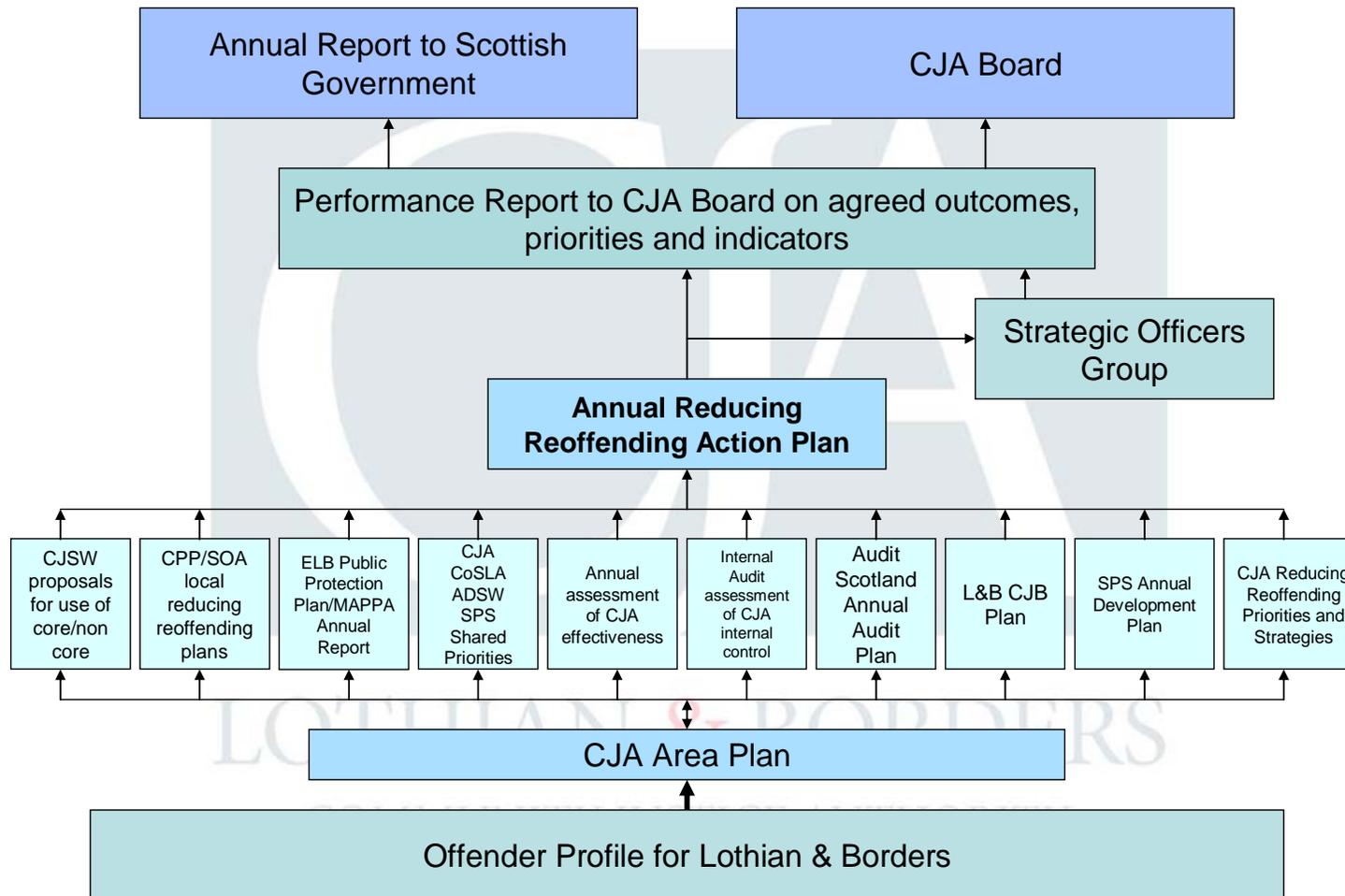
The Annual Reducing Re-offending Action Plan directly feeds in to the performance report to the CJA Board.

The performance report is in the form of a written report to the CJA Board which is supplemented by verbal commentary by the CJA Chief Officer and lead Directors at the CJA Board meeting.

The performance report highlights the following:

- quarterly progress on the outcomes, priorities and indicators in the Annual Reducing Re-offending Action Plan, including key risks to success;
- quarterly progress on the discharge of the CJA's statutory and regulatory obligations; and
- any performance challenges for partners and partnerships, on an exception basis.

We anticipate a more integrated approach to performance management and resource planning in the year ahead.



## 2. Where we are now.

### 2012/13 – a year of changing together

CJA partners can be proud of what they achieved in 2012/13, a year of changing together and shared thinking.

Against the challenging backdrop of public service reform and tightening of budgets, the added value of the CJA was again illustrated through the focus which we brought to complex and dynamic challenges, specifically families affected by imprisonment, prolific offenders, young people leaving HMYOI Polmont and marginalised and chaotic families. The CJA again clearly illustrated its potential as an intellectual 'clearing house' for seemingly intractable public policy challenges whilst, in parallel, supporting the roll out of national policy priorities including community payback orders, MAPPA, transfer of prison healthcare to NHS, women offenders and the whole system approach for young people.

Like the previous year, 2012/13 was a year of innovation around the reducing reoffending agenda across Lothian and Borders, ranging from the work by the Scottish Prison Service around the new arrangements for women in HMP Edinburgh, to the groundbreaking roll out of specialist approaches to domestic abuse in courts across the Sheriffdom, to the intelligence analysis of prolific offenders across Lothian and Borders, to the testing of systems and interventions for women who offend across all councils, to the development of further thinking around chaotic and marginalised families across the Community Planning Partnerships, to the testing of approaches to prolific offenders by the City of Edinburgh and Midlothian and West Lothian.

## 2012/13 was a year that we:

- secured a smooth transition for the CJA, post local elections in May 2012, including induction arrangements in partnership with key agencies and policy leaders;
- increased understanding and profile of reducing re-offending with senior stakeholders, including Local Authority Chief Executives;
- reached out to new partners such as Edinburgh and Napier Universities to improve research capacity and capability, and cemented relationships with other partnerships such as Criminal Justice Board, the Edinburgh, Lothians and Borders Public Protection Strategy Board (ELBPPSB), Community Planning Partnerships (CPPs) and Domestic Abuse leads;
- enhanced our focus on partnership development for reducing reoffending across different geographies;
- illustrated the added value of community partners support and input to SPS population management through the consultation and subsequent partnership discussions around female offenders in HMP Edinburgh;
- again witnessed professional and partnership orientated responses to the levers deployed by Government around 3 CJA priorities in particular, namely CPOs, MAPPA and the whole system approach for young people;
- fully realised the appetite for shared learning and innovation amongst our partners and stakeholders, with fantastic attendance (of upwards of 70 attendees) at our workshops;
- tested the CJA governance and secured consensus around finance, performance and risk management;
- clarified where the CJA performance role 'sits', and how it connects to, Public Protection, CPPs and the Criminal Justice Board in Lothian and Borders;
- developed action planning around organisational awareness of strengths and weaknesses as a public body, partnership system and a network of networks;
- re-aligned the skillset internally towards enhanced intelligence and strategic planning and a national policy and performance focus.

### **In 2011/12, we achieved a great deal. Specifically, we:**

- worked with partners to secure a cohesive approach to change funding for prolific and women offenders;
- further tested the effectiveness of the CJA against statutory and regulatory expectations and international partnership standards, using the OPM Governance standards;
- populated a reducing re-offending baseline of priorities and strategies to inform future business planning (Appendix B);
- secured agreement on the community justice performance framework;
- developed a pro forma 'strategic intelligence assessment for reducing reoffending' for partnerships;
- supported the development of an intelligence led approach through the development of a prolific offender profile for Lothian and Borders, secured the agreement for the development of a violent offender profile and supplemented this with analysis of reconviction and other data sets;
- agreed the mechanism for testing the strength of our governance arrangements – using the survey of CJA Board Members as attached to the Audit Scotland review of reducing reoffending, and better connecting risk, performance and financial management;
- developed a budget process for financial management of Community Justice funding streams;
- rolled out a partnership support programme for MAPPA and Community Planning Partnerships, specifically around high risk offenders, marginalised and chaotic families and prolific offenders;
- developed an international literature review of prolific offenders and a partnership and systems test for CPPs around prolific offender programmes;
- held a series of workshops under the CJA Innovation and Learning Programme on key themes, including prolific offenders; risk management; women who offend; managing high risk offenders;
- developed and launched a protocol to reintegrate young people released from YOI Polmont;
- consulted on the key challenges facing women offenders;
- rolled out the Caledonian System and enhanced the evaluation of impact of specialist courts for domestic abuse; and
- implemented Community Payback Orders and consulted with our communities about these.

### 3. Where we want to get to.

#### 2013/14 – a year of delivering together

2013/14 needs to be the year where we begin to deliver together through translate the learning, development and shared thinking into the realities of sustainable system change whilst also responding to evolving national policy and public sector reform.

2013/14 needs to be the year we:

- test the quality of the CJA against the European Quality Standards (through Quality Scotland);
- ensure innovation, specifically around prolific offenders, women who offend and marginalised and chaotic families becomes systematic and spread, ensuring consistency and joint approaches where it makes sense to do so;
- keep shifting resources - CJA and mainstream - behind reducing reoffending outcomes (priority groups and themes), based on logic modelling (CJA Board decision February 2012) and 'what works' evidence;
- embed an intelligence and performance culture into reducing reoffending partnership arrangements across Lothian and Borders;
- take reducing reoffending on to the next level of partnership working, particularly with CPPs;
- continue to build a shared understanding, support learning and innovation and ensure that the service user experience and the communities of Lothian and Borders inform the design and delivery of services and interventions.

We have made a good start on the use of strategic intelligence through offender profiling but there is much more to do to ensure that future business planning is intelligence led and not service led.

#### 4. What key challenges we face.

A number of policy, fiscal and practice reforms are underway which impact on the Annual Reducing Re-offending Action Plan for 2013-14.

In summary these are:

- Allocation letter for 2013/14 from Scottish Government (2012);
- Audit Scotland Review of Reducing reoffending (2012);
- Audit Scotland Review of Public Finances (2011);
- Audit Scotland Review of Scotland's Criminal Justice System (2011);
- The Scottish Government's Justice Change programme and Reducing Re-offending Programme 2;
- Public Sector reform and associated legislation, especially for Community Justice, Police, Courts and COPFS;
- The 2011 Spending Review and the emerging themes for the planning cycle 2012 to 2015; and
- The Commission on Women Offenders.

Greater effectiveness and efficiency in approaches towards reduce reoffending require to be demonstrated, whilst maintaining public confidence in the system as a whole.

Government confirmed in the course of 2012 that it agreed with our assertion that the strategic context faced by the CJA is radically different to that which existed when the current CJA Area Plan period (2011 to 2014) was developed and submitted to Government and that this Action Plan will assume the statutory role of the Area Plan until the Area Plan renewal in 2014.

## 5. What priorities we will focus on.

For the remainder of the current CJA Area Plan (until March 2014), the Annual reducing Re-offending Action Plan becomes the significant measure of progress against our refreshed priorities, as follows:

- Prolific offenders;
- Marginalised and chaotic families;
- Families affected by imprisonment;
- Women who offend;
- Whole system approach for young people and young people leaving HMYOI Polmont;
- High risk offenders;
- Community payback orders; and
- the CJA as an effective public body and partnership system.

At first sight, this number of priorities may seem over-ambitious for the CJA as a public body and as a statutory partnership system. However, these priorities have been challenged and subject to rigorous scrutiny by community justice partners and stakeholders.

Our priorities interconnect, overlap and demand a sophisticated, nimble and targeted approach that embeds value for money and performance improvement.

## **6. What strategies we will follow.**

The strategies we will follow are based on our statutory and regulatory obligations:

- We will continue to build a shared understanding of each of our priorities and outcomes across Lothian and Borders;
- We will continue to pull together and promote the evidence base for each of our priorities and outcomes, based on local, national and international learning. We will showcase learning and innovation through our quarterly workshops;
- We will continue to develop formal and informal networks across partners and across geographies around our priorities and outcomes and play an active role in existing networks and partnerships;
- We will continue to support and embed sustainable system change around our priorities through testing and spreading innovation;
- We will continue to improve the connection between the allocation of resources and agreed priorities and outcomes;
- We will embed a performance and intelligence into our priorities and outcomes.

**This Annual reducing re-offending Action Plan is based on a rigorous assessment of the strategies we will follow against each of our priorities and outcomes (see Appendix B).**

## 7. What resources we will deploy.

Resource planning is a cross cutting priority for 2013/14 and continues to be rated as 'Red' in the CJA baseline of priorities and strategies for 2013/14. The review of community justice funding at national level and the consequent uncertainty around the impact of using resources, as well as the management of funding for Intensive Support Packages, provides additional context.

To reduce reoffending we need a more integrated approach between the resources which the CJA has a statutory obligation to allocate, and wider mainstream public sector resources, in particular NHS and partners in the criminal justice system. The CJA Improvement Framework, which assessed CJA effectiveness in 2011/12 illustrated the distance that the CJA has still to travel in order to connect the allocation of resources with agreed priorities and outcomes. In essence, partners feel that the CJA needs to start allocating resources effectively and to start shifting resources behind priorities and target re-offending.

We have put in place a four-strand response for 2013/14:

- the development of a budget process between the CJA and local government to connect resources to agreed priorities and statutory obligations;
- the development of a resource planning framework to be completed for each of our key priorities, over time;
- quarterly reporting to the CJA Board on resources and risk as part of performance reporting described in part 1; and
- supporting a coherent approach to other funding streams which will support sustainable system change, such as the Reducing Re-offending Change Fund.

## 8. What outcomes we will achieve.

### National Outcomes

- Safer lives.
- Resilient communities.
- Value-for-money.

### Indicators

- Reconviction rate.
- Victimisation rates.
- Public perceptions.

### Key service performance

- Unpaid work commencements. (CJSW)
- CPO conversions (conversion percentage of preferred versus actual outcome of CJSW Reports). (CJSW)
- HEAT A11 reducing waiting times for accessing specialist drug and alcohol services. (NHS)
- Community facing prisons. (SPS)
- Acquisitive crime. (Police)
- Integrated Case management. (SPS)
- Hate crime. (Victim Support)

## Appendix A: What we will do

Our detailed action plan (amalgamating 12/13 and 13/14, as at 5<sup>th</sup> January 2013 with RED/AMBER/GREEN rating):

Priority	Specific actions	Who:	By:
Marginalised and Chaotic Families	Agree 'families' criteria in each partnership, using intelligence. <b>ONGOING</b>	Justice Priorities Task & Finish Group	March 2013
	Evidence base understood. <b>ONGOING</b>	CJA/ Justice Priorities Task & Finish Group / CPPs.	March 2013
	Families as part of offender profile and interim families profile.	CJA and Police	Summer 2013
	Families Strategic Oversight Group (FSOG) for Lothian and Borders in place. <b>COMPLETED THROUGH JUSTICE PRIORITIES GROUP</b>	CJA	August 2012
	System testing and spreading In Midlothian, East Lothian by August 2012, Scottish Borders and City of Edinburgh by March 2013. West Lothian now have Gill Strachan in place. <b>ONGOING</b>	Justice Priorities Task & Finish Group	March 2013
	Resources, risk assessment carried out by Families Strategic Oversight Group, including use of CJA resources. <b>NOW THROUGH JUSTICE PRIORITIES GROUP.</b>	Justice Priorities Task & Finish Group	March 2013 – AUGUST 2013
	Performance arrangements agreed at CPP level. <b>FOR</b>	Justice Priorities	March 2013

	<b>DISCUSSION WITH CPPs in JANUARY 2013.</b>	Task & Finish Group /CPPs	
Families affected by imprisonment	Agree project proposal with Families Outside / CJA, including timeline, co-badging, launch arrangements. <b>COMPLETED</b>	Families Outside and CJA Families Outcome Group	November 2012
	Families Affected by Imprisonment Framework in place. <b>ON TRACK</b>	CJA and Families Outside	End April 2013
	Launch of framework and Learning and Innovation Workshop. <b>ON TRACK</b>	CJA and Families Outside	August 2013
Prolific Offenders	Shared understanding and criteria agreed across CJA area. <b>INTELLIGENCE ASSESSMENT UNDERTAKEN – USED AS PART OF BUDGET PROCESS. FURTHER WORK TO BE COMPLETED WITH SPS, JOB CENTRE PLUS, NHS and LOCAL GOVERNMENT.</b>	CJA/CPPs	March 2013
	Literature review completed and cascaded. <b>COMPLETED</b>	CJA and IOM Project Board	June 2012
	System ‘test’ completed in Edinburgh. <b>COMPLETED</b>	CJA, City of Edinburgh	August 2012
	Strategic assessment underway – integration with other data and intelligence. <b>AS ABOVE – PROGRESS IS STRONG.</b>	Justice Priorities Task & Finish Group	ongoing
	Public Social Partnership bid to be submitted by end January 2013:	NHS Lothian	January 2013

	explore potential for with partners by end December 12; local discussions with interested partners by end December 12; partnership arrangements agreed and bid submitted by end January 13.		
	IOM scoping and testing. <b>COMPLETED</b>	Justice Priorities Task & Finish Group	completed
	Partnership system to be explored through offender recovery model. <b>APPROVED AT CJA BOARD IN NOVEMBER AND SUBJECT TO FURTHER DEVELOPMENT THROUGH CHANGE FUNDING</b>	Edinburgh and Midlothian with ADPs	March 2014
	Public Social Partnership for Lothian & Borders to be developed for prolifics. <b>UNDERWAY</b>	NHS Lothian	End of March 2013
	Mentoring arrangements with National PSP to be agreed. <b>DISCUSSIONS ONGOING</b>		End of March 2013
	Connection with ADPs to be explored and understood. <b>ONGOING WITH OTHER ADPs – EAST LOTHIAN AND BORDERS</b>	NHS Lothian and CEC	End of March 2013
High Risk Offenders	MAPPA rated highly – build understanding of potential for violent offenders being included, particularly domestic abuse. <b>INTELLIGENCE ASSESSMENT COMMISSIONED</b>	CJA/ ELBSOG	August 2012
	Business case for including violent offenders and offender profile considered by ELB SOG. <b>COMPLETED AND APPROVED</b>	ELBSOG	October 2012
	Work with Violence Reduction Unit to develop outcomes and	CoE/CJA/VRU	by end

	inteliigence framework with Edinburgh. <b>ON TRACK.</b>		March 13.
	Network development nurtured and supported (ongoing). <b>ONGOING</b>	CJA/ELBSOG	ongoing
	ISP process reviewed and refreshed. <b>NOT COMPLETED</b>	CJA SOG	August 2012
	Domestic abuse court evaluation and performance management arrangements understood and spread. <b>SECOND EVALUATION UNDERWAY TO BE COMPLETED BY END MARCH 2013</b>	CJB	October 2012
	Engage 'Stop it Now' in Midlothian and as part of wider High Risk Offender Strategy.  <b>MEETING WITH SiN in PLACE AND TRAINING FOR PARTNER AGENCIES TO BE ROLLED OUT</b>	CJA	March 2013  November 2013
	Presentation for Members by Strop It Now <b>ARRANGED</b>	CJA	February 2013
	<b>CJB – Domestic Abuse Courts</b>		
	Implementation Group Chaired by Sheriff Mackie meeting regularly to monitor and review pilot in Edinburgh. (Group).	CJB	Ongoing
	Data being collated to evaluate pilot and quality assure service in Edinburgh. (Group).	CJB	Ongoing

	Livingston dedicated court continues to be expanded due to pressure of business. (Group).	CJB	Ongoing
	Monitoring of Livingston court to be considered at the end of 2012. (Group).	CJB	April 2013
	Cluster court in Selkirk to continue. (Group).	CJB	Ongoing
	Evaluation of DAC findings to be promoted with CJA Board Members	CJA	May 2013
Women who offend	Partnership arrangements for Lothian/Borders and HMP Edinburgh and shared understanding developed. SPS Group in place	CJA/SPS/City of Edinburgh	October 2012
	Lothian and Borders and connection with HMP Edinburgh Group. (explore potential for joint Families and Women Who Offend SOG) PARTNERSHIP ARRANGEMENTS UNDER DISCUSSION	CJA SOG	August 2012
	Cross borders protocols agreed to ensure effective integration of female offenders. PARTNERSHIP ARRANGEMENTS UNDER DISCUSSION	CJA/SPS	March 2013
	Cross border and Lothian and Borders specific system subject to re-interpretation following Commission findings. PARTNERSHIP ARRANGEMENTS UNDER DISCUSSION	CJA/SPS	March 2013
	Local partnership arrangements and action plan informed by needs/risk assessment implemented and reviewed.	CJA/SPS/ CJSW Heads of	November 2012

	<b>PARTNERSHIP ARRANGEMENTS UNDER DISCUSSION</b>	Service	
	Integration plans in place as part of the Reducing Reoffending Programme Community Integration workstream. <b>PARTNERSHIP ARRANGEMENTS UNDER DISCUSSION</b>	CJSW	August 2012
	Women's needs and pathways reflected locally within the NHS Healthcare Transfer 'Throughcare standards' and the alcohol and drug treatment models / integrated care pathways developed by ADPs. <b>PARTNERSHIP ARRANGEMENTS UNDER DISCUSSION</b>	NHS	August 2012
	Women's needs and pathways tested locally in the CJA's Accommodation protocol. <b>PARTNERSHIP ARRANGEMENTS UNDER DISCUSSION</b>	CJA/SPS	August 2012
	Resources and risk assessment carried out, including future use of CJA resources. <b>TO BE COMPLETED BY END MARCH 2013</b>	Justice Priorities Task & Finish Group	May 2013
	Community Justice Centre for women to be explored. <b>TO BE COMPLETED BY END MARCH 2013</b>	NHS Lothian and Local Authorities	March 2013
	Partnership arrangements for CJC to be agreed. <b>TO BE COMPLETED BY END MARCH 2013</b>	All partners and local authorities	March 2013
	Mentoring arrangements to be agreed. <b>Discussions ongoing.</b>	National women PSP	March 2013
	Performance management arrangements clarified by August 2012. <b>INCOMPLETE.</b>	Justice Priorities Task & Finish Group / CJASOG	November 2012

Young people:	Protocol in place for young people leaving Polmont. <b>ON TRACK FOR LAUNCH IN MAY 2013</b>	CJA/SPS/ CJSW Service Managers	Formal Launch March 2013
	Training for staff to be rolled out (up to 80 places). <b>ON TRACK</b>	Training manager/Working Group	February 2013
	Introduction of protocol across partners. <b>ON TRACK</b>	Working Group	April 2013
	Cross over with other offender groupings explored and agreed. <b>ONGOING</b>	CJA SOG	November 2012
	<b>Youth Offending (CJB delivery area 6)</b>		
	To reduce number of 16 -18 year olds in court. (outcome)	CJB	March 2014
	To effectively manage those in court as a separate entity from adult offenders.	CJB	March 2014
	Implementation across L&B of Joint Protocol on Reintegration for offenders leaving Polmont, and consider extension to 16-18 year olds after initial pilot periods.	CJB	March 2014
Liaise with CJA on joint working and alignment of priorities.	CJA/CJB	Completed	
CPOs	Evaluation completed. <b>COMPLETED</b>	CJA/CJSW	March 2014
	Shared understanding of CPO across justice system, including CJB engagement:	CJA/CJSW Service	August 2012

	Increase Sheriff awareness of Community Payback 'outcomes' and community confidence 'ratings'. <b>ONGOING</b>	Managers/ CJB	
	Alternatives to custody for female offenders and young people are evaluated and outcomes are communicated with Sheriffs in each Local Authority area. <b>ONGOING</b>	CJSW Service Managers	November 2012
	CJA Board reporting through CJSW Service Managers meeting as lead network (6 monthly). <b>ONGOING</b>	CJSW report	November 2012 and May 2013
	Effectiveness and improvement work emerging from evaluation to be driven forward through CJA and CJSW Service Managers meeting. <b>TBC</b>	CJA/CJSW Service Managers	March 2013
	Improvement planning around CPOs to be embedded within Single Outcome Agreements across Lothian and Borders. <b>TBC</b>	CJSW Service Managers	April 2013
Confidence in the Justice system	<b>Review of Court Programme (CJB delivery area 2)</b>		
	Current work on going to reduce the backlog of cases from last business plan volume of 2500, aspirational target to reduce year start figure by 5%.	CJB	March 2014
	Effective case management of trials over 26 weeks old.	CJB	Ongoing
	Monitoring of postponements and adjournments in Edinburgh and Livingston in September 2012 to be analysed and results to	CJB	Ongoing

	inform targeted action on reasons for churn.		
	Justice of the Peace Court usage across L&B to be improved by ensuring appropriate marking decisions at correct forum and level.	CJB	Ongoing
	JP court programme review in Edinburgh assessing the effectiveness of IDs and possibility of separate ID courts and batched courts.	CJB	Ongoing
	Move to System Model 2 (now re-badged under Making Justice Work) pilot in Edinburgh Sheriff Court in early 2013. Pilots to improve effectiveness of pleading and intermediate diets, in particular to front load preparation and discussions to avoid trials being fixed unless essential.	CJB	Ongoing
	Court programme to be considered and programmed holistically across L&B to equalise where possible peaks and troughs in demand, local courts not to set programmes in isolation.	CJB	Ongoing
	Volume of solemn work to be monitored and court programme considered to reflect increase and establish effective liaison with solemn units to maximise court room utilisation of jury sittings.	CJB	Ongoing
	<b>Improve attendance of witnesses (CJB delivery area 3)</b>		
	All courts – review allocation of advance notice, complex, lengthy	CJB	Ongoing

	and part-heard trials to minimise impact on witnesses and court time. Edinburgh Sheriff Court - review of allocation of work into trials court (“the trial split”) to ensure fair loading and minimise waiting time for witnesses.		
	Reduce the non-attendance of witnesses (to include police witnesses) through scheduling and undertake a review of effectiveness of standby arrangements to include a review of the effectiveness of the court scheduler for police witnesses, and reasons for and impact on trials requiring to be rescheduled following use thereof.	CJB	Ongoing
	Edinburgh and Livingston – review effectiveness of Witness Reminder and Attendance Programme (WRAP) to ensure consistent use and Sherival Lead.	CJB	Ongoing
	All courts except Haddington to scope a pilot to recite witnesses direct from the court/PFO at adjournment or part heard.	CJB	Ongoing
	<b>Coherent continuity between Community Justice and Criminal Justice Systems (CJB delivery area 4)</b>		
	LCJB and CJA to discuss suitable community activities and funding streams available for persistent offenders.	CJB/CJA	Ongoing
	Women specific alternatives – working on alternatives with CJSW	CJB/COPFS	Ongoing

	Repeat prolific offenders - Making Justice Work – Agreement by police and Fiscal to look at how multiple offenders are dealt with within the system with a view to bringing all cases together especially those involving young offenders.	CJB/CJA	Ongoing
	Extension and effective use of Work Orders and other restorative justice initiative.	CJB	Ongoing
	LCJB and CJA to discuss suitable community activities and funding streams available for persistent offenders.	CJB/CJA	Ongoing
	<b>Quality of Service (CJB delivery area 5)</b>		
	Witness Communication Protocol – continue to monitor use to increase confidence in witnesses who attend and who may return.	CJB	Ongoing
	CSE application by SCS.	CJB	Ongoing
	Multi-agency support to the Prison Watch pilot (Lothian and Borders Police) intended to curtail the smuggling of drugs/mobile phones into Prisons	CJB/Police/SPS	Ongoing
	Witness Text roll-out and delivery of the victim and witness charter.	CJB	Ongoing
	Enhanced arrangements for receipt and playback of digital media evidence.	CJB	Ongoing

	Review of IT facilities in court to allow all court rooms to be used effectively for all cases.	CJB	Ongoing
CJA as an effective public body and partnership system	CJA partnership improvement plan in place by May 2012 and reported to the CJA Board by June 2012. <b>COMPLETED</b>	CJA	June 2012
	Induction programme for Members developed and implemented. <b>ON TRACK</b>	CJA	March 2013
	Budget process and financial process agreed. <b>COMPLETED</b>	CJA/CSWOs	November 2012
	Strategic Financial reporting and governance framework developed based on previous Finance Protocol workstream. <b>ONGOING</b>	CJA/CSWOs	June 2013
	Demonstrate a coordinated approach to local delivery. <b>AUTUMN 2013</b>	CJA SOG	March 2013
	Demonstrate how services have been targeted to reduce reoffending. <b>AUTUMN 2013</b>	CJA SOG	March 2013
	Demonstrate examples of close cooperation between prison and community based services. <b>AUTUMN 2013</b>	CJA SOG	March 2013
	Evaluate the Community Justice Performance Management Framework. <b>FIRST REVIEW COMPLETED.</b>  <b>FURTHER EVALUATION AGAINST THE AUDIT SCOTLAND PERFORMANCE MANAGEMENT CHECKLIST TO BE COMPLETED BY AUTUMN 2013</b>	CJA SOG	Ongoing  Autumn 2013

	<p>Literature review of outcomes and performance framework for all CJA priorities to be completed.</p> <p>Specification developed and circulated to research leads by end November 2012. <b>COMPLETED</b></p> <p>Interim outcomes agreed by end March 2013. <b>ON TRACK</b></p> <p>Finalised outcomes to be adopted by end March 2014.</p>	CJA and SCCJR	March 2014
	<p>Baseline CJA governance against OPM standards by end October 12. <b>COMPLETED</b></p> <p>Roadtest CJA priorities with MSPs by end April 2013;</p>		
	<p>Offender profile in place for Lothian and Borders:  Reconviction analysis - <b>COMPLETED</b>  Prolific offenders profile - <b>on track</b>  Violent offenders profile - <b>SUMMER 2013</b>  Young people leaving Polmont - <b>on track</b>  Women – <b>on track</b></p>	CJS SOG	March 2013
	<p>CJA Advocacy and Communications Plan to be delivered:</p> <p><b>National</b></p> <p>Bi-lateral engagement with Justice Committee Chair (as local MSP) by December 2012.</p> <p>Briefing for Justice Committee Chair by end December 2012.</p>	CJA	February 2014

	<p>Briefing for MSPs on reducing reoffending in L&amp;B by March 2013. Set up bi-laterals with MPs in L&amp;B by March 2014.</p> <p><b>Local</b></p> <p>Develop generic and place specific briefing for 5 Councils by end February 2013. Offer briefing for all 5 Councils (Letter by end of February 2013) and deliver briefings by end March 2014. Offer briefing for all 5 Council Chief Executives (letter by end February 2013). Offer briefing for new Police Commanders (Letter by end February 2013). Develop 'health' briefing and offer to present to NHS Boards (letter by end February 2013).</p> <p><b>Thematic</b></p> <p>Bi- lateral arrangements in place for Criminal Justice Board and CJA with ADPs, Third Sector and Domestic Abuse leads. <b>COMPLETED</b></p> <p>Bi-lateral arrangements for CJB and CJA with CPP managers. <b>INCOMPLETE – BI-LATERAL MEETING ARRANGED FOR JANUARY AND LEVEL OF ATTENDANCE UNCERTAIN.</b></p>		
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	Bureaucracy reduction: explore single performance reporting format with ELBEG and Criminal Justice Board. Proposal submitted to CJB. <b>COMPLETED</b> (REJECTED – AGREED TO MERGE ACTION PLANNING AND TO KEEP UNDER REVIEW)	CJA SOG	November 2012
	Bureaucracy reduction: explore single Strategic Officers Group for CJA and Criminal Justice Board. Proposal submitted to CJB. <b>COMPLETED</b> (REJECTED – AGREED TO MERGE ACTION PLANNING AND TO KEEP UNDER REVIEW)	CJA / CJB	November 2012