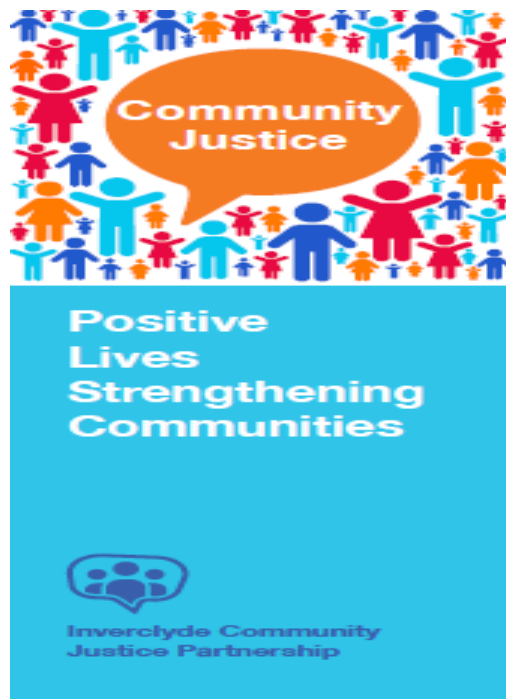


Inverclyde Community Justice Partnership Annual Report 2018 / 2019



This document can be made available in other languages, large print, and audio format upon request.

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Gaelic

Tha an sgrìobhainn seo cuideachd ri fhaotainn ann an cànanan eile, clò nas motha agus air teip ma tha sibh ga iarraidh.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है।

Mandarin

本文件也可應要求，制作成其它語文或特大字体版本，也可制作成录音带。

Polish

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formacie audio.

Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਤਿਆਰ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

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Inverclyde Community
Justice Partnership



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1. Foreword

Councillor Stephen McCabe, Leader of Inverclyde Council and Chair of Inverclyde Alliance Board

As Chair of the Inverclyde Alliance Board, the Inverclyde Community Planning Partnership, I welcome the Inverclyde Community Justice Partnership Annual Report 2018 / 2019.

This partnership is still in its infancy, only being established on 1st April 2017, and yet there is clear evidence of how very complex issues are being tackled in our communities, demonstrating innovation and best practice.

There is a very real ripple effect of crime that goes beyond the person who has committed a crime, to impact on victims, witnesses, families and our communities. The Inverclyde Community Justice Partnership has a significant role in reducing re-offending by ensuring early help is available that can address the root causes of crime. No single partner agency can achieve this in isolation, but it is only through effective partnership working that we can deliver positive community justice outcomes.

I am looking forward to seeing how the Inverclyde Community Justice Partnership develops in realising their vision of “Improving Lives, Strengthening Communities”.



2. Introduction

The Community Justice (Scotland) Act 2016 set out the legislative framework for community justice, including the requirement for partners to prepare an Annual Report outlining their activities to progress the community justice agenda in the specific Local Authority area.

Inverclyde Community Justice Partnership was established on 1st April 2017 and includes the following partners:



The Inverclyde Community Justice Partnership also has strong links with other strategic partnerships including:



We produced a five year plan, Inverclyde Community Justice Outcomes Improvement Plan in 2017. This set out a clear direction of travel and actions we anticipated achieving during this time frame. Building on this, we published our first Annual Report in 2018. This detailed both our achievements in this first year and included our local priorities.

This Annual Report is divided into two parts, the first is intended for a wider audience of people, while the second part, Appendix A, is a specific template that Inverclyde Community Justice Partnership is required to submit to Community Justice Scotland.

The Inverclyde Community Justice Partnership published its first Community Justice Outcomes Improvement Plan in March 2017. This is a five-year plan that sets out a clear sense of direction in implementing community justice at a local level. Use this link to read this plan <https://tinyurl.com/ycf5emno>.



3. What Did We Achieve?

This section provides an overview of the achievements of the Inverclyde Community Justice Partnership and specifically to each of our local priorities during 2018 / 2019.

a. Strengthening Partnership

The Inverclyde Community Justice Partnership has continued to meet every eight weeks. In addition to this, there are separate quarterly meetings with the Crown Office and Procurator Fiscal Service and another with Greater Glasgow and Clyde Health Board. The core function of these meetings is to:



- ✓ Plan what is needing to be done together
- ✓ Do what was agreed
- ✓ Check if what is being done is working
- ✓ Act on what is working and learn from what has not worked well or could have worked better

Highlights of the activities agreed for each of our local priorities are outlined in the remainder of our annual report.



Inverclyde Community Justice Partnership also has an annual development session. This is an essential “taking stock” time. This year we invited two representatives from other areas, Pan-Ayrshire and East Dunbartonshire to learn from their best practice.

From the Development Session the partnership agreed we should:

- ✓ Undertake a Strategic Needs Assessment using available data
- ✓ Further refine our local priorities
- ✓ Develop task groups to drive the work forward



b. Employability

Following a successful joint funding bid with the Employability Service to Scottish Government's Employability Innovation and Integration Fund, we have been able to provide a pilot project, the Resilience Project. This is targeting people who are involved in the criminal justice system and includes various elements:

The project uses the "resilience doughnut", a strength based tool. Various training sessions were delivered to a wide range of staff in the use of this tool.



In addition Recruit with Conviction delivered training on disclosure requirements and how these are changing as part of supporting people when applying for employment

The Scottish Drug Forum delivered training on Stigma and Equalities and Diversity in Recovery.

An Employer Engagement session was also held with local employers.

A local Social Enterprise were successful in securing the tender for the delivery of a six month pilot using the resilience doughnut with people as a tool as part of a supported employment placement. 17 people who were all involved in the criminal justice system participated in this pilot.



Kyle's Story

Kyle is a 25 year old who experienced a turbulent childhood and most of his life has involved violence. Kyle has served previous custodial sentences and community orders.

Kyle independently approached The Trust, who delivers our local employability pipeline, indicating an interest in the catering industry. Kyle completed a six week accredited training course. Kyle was on a CPO with an Unpaid Work Requirement. A referral was made for Kyle to be part of our employability pilot, the Resilience Project where he could build on learning catering skills while also having access to counselling as part of the project.

Kyle successfully completed his CPO and continued with the Resilience Project on a voluntary basis and is currently being supported to seek employment.

c. Housing and Homelessness

Following on from our Housing and Homelessness event last year, it was agreed to establish a task group to develop a Youth Housing Statement. This group organised a specific event that was co-designed by young people. At this event young people told us what we are doing well in supporting them as well as identifying opportunities for improvement. These formed the basis of our Youth Housing Statement.



There are also strong links between the Community Justice Partnership and the HSCP Housing Partnership. This has enabled a specific section to be included in the HSCP Housing Contribution Statement reflecting the needs of people involved in the justice system as well as agreeing actions as part of this plan for improvement.

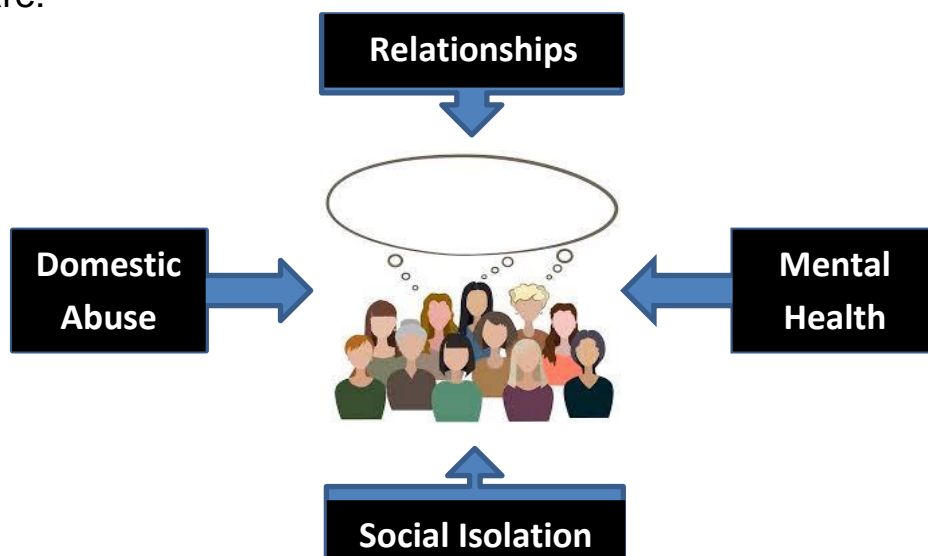
One such action being progressed is consideration of the local implementation of the Sustainable Housing On Release for Everyone standards focusing on people leaving custody following a short term sentence who may experience homelessness. This action is reflected in the HSCP's Rapid Rehousing Transition Plan.

d. Women Involved in the Justice System

We had outlined in last year's annual report the work we had done in making a successful bid to the Big Lottery for funding from the Early Action System Change fund under the category of women involved in the justice system.

The purpose behind the Early Action Systems Change is to help make a fundamental shift towards effective early intervention in Scotland. The Inverclyde HSCP Women's Project aims to achieve a step change in the response to women in the criminal justice system. It seeks to build this response around the women themselves and the community, with the ambition of providing women with the support they need at a time and in a way that is right for them.

Women involved in the justice system have told us that their top four needs are:



We have now established a Steering Group for the project. This includes representation from:

- CVS Inverclyde representation;
- Turning Point Scotland representation;
- Your Voice representation;
- Alcohol and Drug Partnership representation;
- Community Justice Partnership representation
- HSCP representation

The Steering Group has developed a detailed plan for the project, including what we aim to achieve by key timescales. They have also developed job descriptions and started the recruitment process. The Community Fund (formerly Big Lottery) released funding for the project on 31st January 2019. At this point the recruitment process was able to commence for the appointment of a Project Manager and Data Analyst (hosted by HSCP) and a Community Worker (hosted by Turning Point Scotland).

e. Access to GP / Primary Care

We have focused on three distinct pieces of work:

❖ Trauma and Adverse Childhood Experience

As new research has been developed, we have learned from this to give us a much better understanding of the impact of trauma and adverse childhood experiences has had on many people involved in the justice system.



Greater Glasgow and Clyde Health Board, as a Community Justice Partner, commissioned a Trauma Training Needs Analysis that included Criminal Justice Social Work, Addiction and Homelessness staff. All of these staff has now had a level of training, however, the HSCP has recently established a working group to ensure our staff are trauma informed and our services are trauma designed.

❖ Sexual Health Needs of Women in the Justice System

Following the publication of a piece of research undertaken by a Trainee Community Sexual and Reproductive Health Doctor at Sandyford Sexual Health Service, we developed a short life working group to consider this further in the context of women in Inverclyde. This working group brought in experts from a range of fields including Sandyford services, Health Improvement, Criminal Justice Social Work and the Violence Against Women Coordinator. The key focus of this group was to strengthen pathways to Sandyford and to map available training to the range of staff that may be supporting women involved in the justice system.

❖ Health Needs Assessment

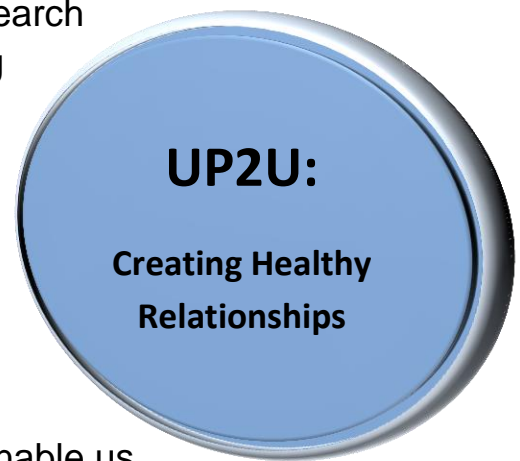
A detailed Health Needs Assessment was published in 2012 relating to people in custody (HMP Barlinnie and HMP Greenock). However, we identified that we did not have the equivalent of this in relation to people serving community sentences. We therefore researched any available data and held focus groups to help us to prepare a paper to ask researchers to undertake a more detailed piece of work that will give us a clear understanding of people's health needs, services that people are accessing as well as any gaps in services or ways we can provide early help.

f. Domestic Abuse

Building on from the work we had done last year in having a better understanding the data around domestic abuse; it was agreed to develop an early intervention model that focused on “healthy relationships”.



We have taken time over the past year to research available models before agreeing on adopting the “Up2U” model. We are planning an innovative approach by delivering this model jointly between Children’s Services and Criminal Justice Social Work. This is in recognition of the high number of children that domestic abuse is having an impact but where the people involved may not be on a Community Payback Order. This model will enable us to deliver support as part of an early intervention.



g. Early Intervention

We have established an Inverclyde Community Justice Partnership Network where any third sector and community organisation with an interest in community justice can attend. This network meets every second month and there can be 21 different organisations represented.

This network is an opportunity for those attending to collaborate together on developing practice and joint working.



Each session is organised and hosted by different participants and some of the themes include:

- ✓ Employability
- ✓ Supports for people leaving custody after a short term sentence
- ✓ “Community Connectedness”
- ✓ Victims and how we can support victims
- ✓ Ripple effect of crime beyond the person into our communities



4. Going Forward

Inverclyde Community Justice Partnership has continued to work together to improve the lives of people involved in the criminal justice system. This includes providing interventions that are effective in reducing further offending as well as supporting victims and families.

We are adopting innovative practice in tackling the complex issues of each of our local priorities and learning from people's lived experience, including at times, where the justice system has not worked as it should have.

We believe that shifting our focus to "early help" is fundamental for all of our local priorities and that universal service and local community supports have a key role.

This is not to underestimate the challenges, particularly in relation to funding. However, we have confidence in working together in partnership can achieve our ambition of "improving lives, strengthening communities."



Appendix A



Community Justice Scotland

Ceartas Coimhearsnachd Alba

Annual Report Template Guidance



1. Background

The introduction of the Community Justice (Scotland) Act 2016 triggered the formal implementation of the new model of Community Justice in Scotland. A number of key documents are associated with the Act including the National Strategy, Justice in Scotland: Vision & Priorities and the Framework for Outcome, Performance & Improvement.

The 2016 Act places a duty on community justice statutory partners to produce a Community Justice Outcome Improvement Plan (CJOIP) which outlines key local needs & priorities and the plans & actions to address these against a backdrop of the documents noted above. Beyond this, the partners are also tasked with reporting, on an annual basis, the community justice outcomes and improvements in their area – again with reference to the associated strategy and framework documents and, when complete, submit those annual reports to Community Justice Scotland.

This guidance, which underpins the reporting template, was produced as a response to views and opinions gathered by the Community Justice Scotland Improvement Team following the publication of the 2017/18 annual report.

Community Justice Scotland is committed to working in partnership with community justice partners and has designed the template and guidance to support local areas in reporting on their annual outcomes and improvements in a meaningful way that captures necessary data in an effective and efficient manner.

2. Statement of Assurance

The information submitted to Community Justice Scotland using this template is for the purpose of fulfilling the requirement under s27 of the Community Justice (Scotland) Act 2016 for Community Justice Scotland to produce a report on performance in relation to community justice outcomes across Scotland.

The data submitted using this template will be used for this reporting purpose only. In the report, local authority areas will not be specifically identified. However, Community Justice Partnerships should be aware that any information held by Community Justice Scotland is subject to statutory Freedom of Information obligations.



3. General principles of the template

The template is designed to capture a range of important data in a way that allows local partners to highlight key aspects of community justice activities, outcomes and improvements over the specified period without it being onerous or time/resource demanding.

Most of the template is self-explanatory and, where this is the case, there is little guidance required. In the sections that require more direction for completion, the text (in blue) will outline what is expected in terms of reporting.

It would be helpful if any given response in each text box is held to a maximum of 500 words (unless otherwise indicated) to ensure the main points are captured and allows for an efficient analysis by Community Justice Scotland on return. The use of bullet points in your answers is acceptable.

Where the template asks for evidence, a written response will suffice and there is no expectation that you send additional supporting documentation – if there are any aspects Community Justice Scotland is unclear on it will be our responsibility to request clarification where necessary.


If any response or evidence requires details about people with lived experience (e.g. evidence in respect of someone's life story) please **NO NOT** include any personal sensitive information (as outlined in Schedules 2 & 3 of the Data Protection Act 1998) as Community Justice Scotland does not require such information. If this is unavoidable then please ensure that the data is fully anonymised.

This is the second iteration of the template and guidance. It is anticipated that this template will remain unchanged for the reporting periods 2018-2019 and 2019-2020.



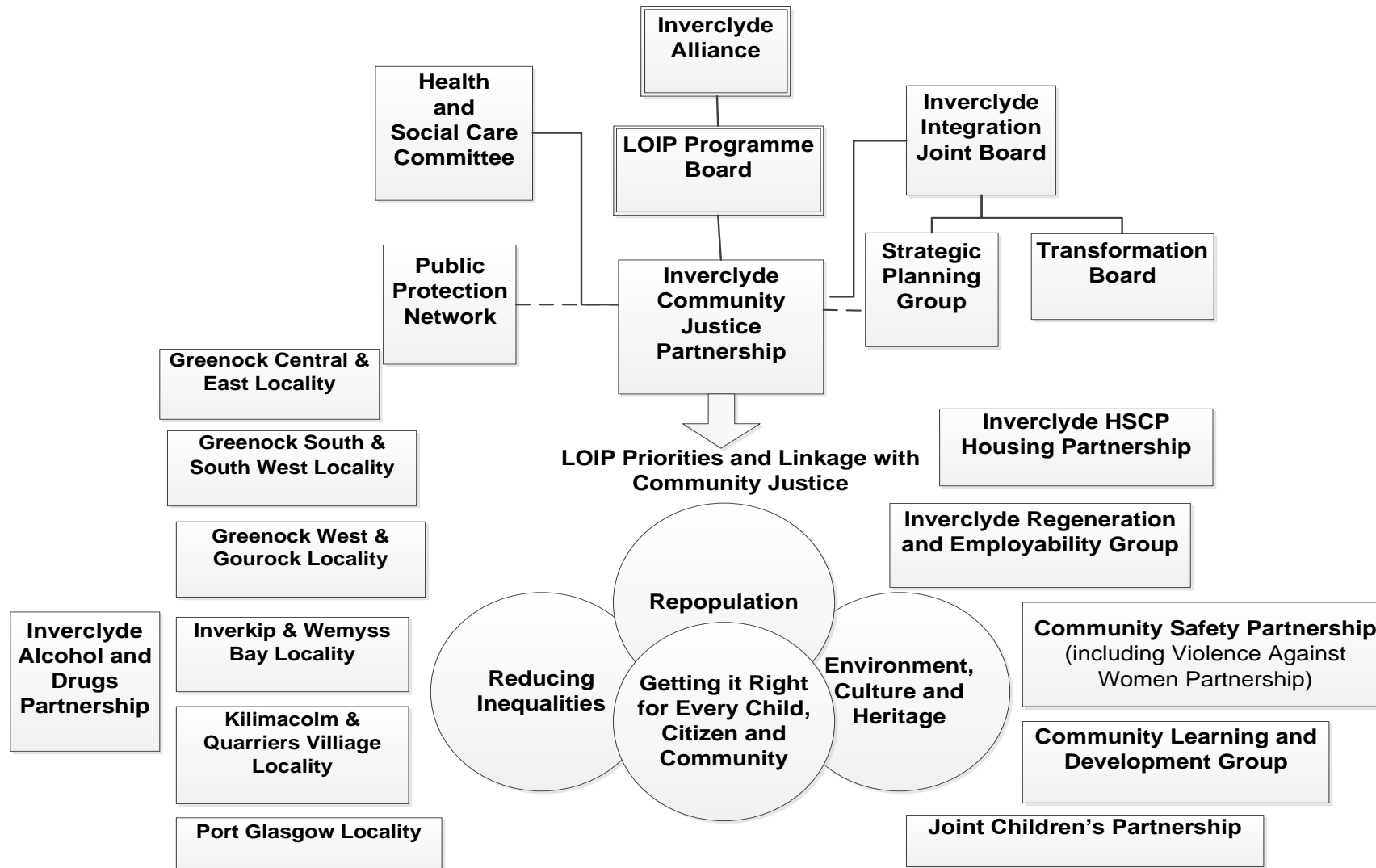
4. Template Completion Guide

1. Community Justice Partnership / Group Details	
Community Justice Partnership / Group	Inverclyde Community Justice Partnership
Community Justice Partnership Group Chair	Sharon McAlees
Community Justice Partnership / Group Co-ordinator	Ann Wardlaw
Publication date of Community Justice Outcome Improvement Plan (CJOIP)	31 st March 2017

2. Template Sign-off	
<p>The content of this annual report on community justice outcomes and improvements in our area has been agreed as accurate by the Community Justice Partnership / Group and has been shared with our Community Planning Partnership through our local accountability arrangements.</p>	
Signature of Community Justice Partnership / Group Chair :	Date :
	10 th October 2019

3. Governance Arrangements
<p>Please outline below your current governance structure for the community justice arrangements in your area :</p> <p>The governance arrangements and new LOIP community planning landscape is outlined in the diagram below. The Inverclyde Community Justice Partnership is directly involved in the Community Safety Partnership; Community Learning and Development Group; Regeneration and Employability Group and HSCP Housing Partnership. There is close working with the Violence against Women Service; Child Protection Service; Adult Protection Service; MAPPa and the ADP. The latter is a member of the ICJP as is the Corporate Policy and Partnership Service and the Community Safety Service. An Implementation Group has been established to oversee the process of establishing locality planning and the ICJP is well placed to develop links with each of the Locality Partnerships. More recently, Inverclyde HSCP has appointed a Localities and Engagement Officer for a one year secondment to support the establishment and development of six Locality Planning Groups.</p> <p>The diagram below outlines the community planning landscape and governance structure for the Inverclyde Community Justice Partnership.</p>





4. Performance Reporting – National Outcomes

NATIONAL OUTCOME ONE

Communities improve their understanding and participation in community justice

Indicator	Reported?	Useful?	Evidence and Data
Activities carried out to engage with 'communities' as well as other relevant constituencies	Yes	Yes	<ul style="list-style-type: none"> We held our first Employer Engagement Event on 19th February. This event was facilitated by Recruit with Conviction as part of our employability project, the Resilience Project. This was attended by a wide range of stakeholders including local employers and members. Inverclyde Community Justice Network is open to third sector and community organisations with an interest in community justice. It meets bi-monthly and 21 different organisations regularly attend. We have used the HSCP Twitter and Inverclyde Council Twitter feeds to publicise community justice activities. We delivered a briefing to the local Justice of the Peace Forum. We have met with a local peer support group, Healing Hearts who offer support to people who have lost a child or family member through crime. We include regular updates to HSCP staff in the HSCP Chief Officers Brief. <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Develop Communication & Engagement Strategy. ➤ Develop Communication & Engagement Plan. ➤ Develop local measures and feedback process. Link this to an improvement cycle. <ul style="list-style-type: none"> We have developed a Communication and Engagement Strategy and a question set that we have used in our Citizen's Panel. It is our intention to link in to Locality Partnerships when these are established as part of our Communication and Engagement Plan. <p>Good Progress</p>
Consultation with communities as part of community justice planning and service provision	No	Yes	<ul style="list-style-type: none"> Over the past year we have not undertaken any direct consultation with communities. However, we have explored holding community conversations considering restorative justice jointly with the Community Safety Service. The Community Justice Lead participated in locality events to meet with communities as part of the consultation process for the HSCP Strategic Plan. Two of our Community Justice Network meetings have included a focus on victims and a representative from a local peer support group, Healing Hearts, has provided feedback on their experience of the criminal justice system, making suggestions in how this can be improved. We have



			<p>discussed this feedback with our local Victim Support service.</p> <ul style="list-style-type: none"> Both as part of the Addiction Review and the development of the ADP Strategy; we have consulted with people who have lived experience, local recovery groups and families affected. This has been coordinated by the ADP Stakeholder Network. <p>CJOIP</p> <ul style="list-style-type: none"> Map consultation for partner plans and link to Community Justice (Inverclyde Communication and Engagement and Capacity Building Network, HSCP, Police, Fire & Rescue, ADP, Housing etc.) Develop a consultation process that feeds into the planning and improvement cycle. Develop a specific consultation process for Unpaid Work and other service users; victims and witnesses, families and children and young people affected by the criminal justice system. <p>Some Progress</p>
Participation in community justice, such as co-production and joint delivery	Yes	Yes	<ul style="list-style-type: none"> Our Participation Strategy is being co-designed by someone with lived experience of the justice system. Women who have lived experience have been part of the recruitment process for both the Project Manager and Community Worker posts in our Women's Project. As part of our Resilience Project we have provided multi-agency training on using the Resilience Doughnut. This is a strengths based tool that should support community capacity. <p>CJOIP</p> <ul style="list-style-type: none"> Develop a Participation Strategy and Plan. Develop an asset based approach and community capacity building. Explore opportunities for joint delivery using community assets. <p>Good Progress</p>
Level of community awareness of / satisfaction with work undertaken as part of a CPO	No	Yes	<p>Detailed information is included as part of the CPO Annual Report and will be reported to the Community Justice Partnership thereafter.</p> <ul style="list-style-type: none"> We use the HSCP and Inverclyde Council Twitter feeds to showcase projects that UPW have undertaken. Feedback from recipients of UPW indicates they are very satisfied with the standard of work carried out, attitude and politeness of the workers and they were very likely to use the service again. <p>CJOIP</p> <ul style="list-style-type: none"> Evaluate the effectiveness of community consultation and customer feedback and link to an improvement cycle. Incorporate customer / community feedback as part of Community Justice Quality Assurance reporting.

			Some Progress
Evidence from questions to be used in local surveys / citizens' panels and so on	Yes	Yes	<ul style="list-style-type: none"> • A question set was developed in 2016 and used as part of the Citizen's Panel. It was agreed to use this on a bi-annual basis and it was repeated in 2018. • Twenty one percent of respondents said that they are aware of community justice. A further 22% said they think they have heard of it. This rises to 25% among respondents in the Worst 15% of Datatzones and drops to 21% with people in the rest of Inverclyde. Just over half (57%) of all respondents said that they were not aware of community justice. • Twelve percent of respondents said that they have seen information about community justice, for example, on the public information screens in health centres and other public service buildings. The remaining 88% said they have not. • The top three statements that respondents believe are part of community justice are as follows: Supporting victims and witnesses of crime 72% Recognising the impact of crime in local communities 69% Unpaid work projects in the community 66%. • Four percent of respondents said that they think community justice will make a significant difference in Inverclyde. This is followed by 30% who are slightly confident it will make a difference and 33% who said that on balance, it should make a difference. A third of all respondents (33%) said they are not at all confident that community justice will make a difference in Inverclyde. • The most likely way in which respondents will get involved in community justice in Inverclyde is through reading articles in the local media, 51% stating this. A further 48% said that they would respond to surveys. The third most likely way in which people would get involved in community justice would be to receive an e-newsletter (21%). A fifth (20%) of people said that they would not likely get involved. <p>These findings will be presented at the ICJP and agreed actions identified to improve community awareness.</p> <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Develop a question set that includes awareness, visibility, understanding, confidence and participation. ➤ Outline in the Communication and Engagement Plan a programme of opportunities when the question set will be used. (This should link with Inverclyde Communication and Engagement and Capacity Building Network activity) <p style="text-align: center;">Some Progress</p>
Perceptions of the local crime data	Yes	Yes	<ul style="list-style-type: none"> • This is included in the Inverclyde Community Justice Partnership Strategic Needs Assessment. • We have also included exploration of data that

			<p>shows where the perpetrator of crime lives in the same locality as where the crime was committed.</p> <ul style="list-style-type: none"> • This is helping our understanding of the “ripple effect of crime” and will help us progress community conversations. <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Incorporate this as part of a local community justice performance framework. <p>Good Progress</p>
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Other information relevant to National Outcome One

A key focus of Inverclyde Community Justice Partnership during 2018/19 has been the development of a robust Strategic Needs Assessment. This will inform the development of a local performance framework. Until this development is completed, we have adopted the national Community Justice Outcomes Performance Improvement Framework and report on these on an annual basis.

The Inverclyde Community Justice Partnership meets every eight weeks and regular update reports are provided that incorporate a range of national and local priorities.

CJOIP – Local Priorities

- Raise the profile and promote community justice. Capture examples of good practice and positive case studies to use in communicate.
- Strengthen links with local employers. Identify employment opportunities / placements and skills / training / volunteering opportunities that employer’s need.

Evidence of progress on the local priorities are incorporated into the above national performance indicators.

Good Progress

NATIONAL OUTCOME TWO

Partners plan and deliver services in a more strategic and collaborative way

Indicator	Reported?	Useful?	Evidence and Data
Services are planned for and delivered in a strategic and collaborative way	Yes	Yes	<ul style="list-style-type: none"> • Inverclyde Community Justice Partnership Network meets on a bi-monthly basis and includes representation of 21 third sector and community organisations. The primary focus of this network is to create collaborative opportunities. • We have been successful in two different funding bids, both of which were done in collaboration with a range of partners. One relates to piloting an employability project, Resilience Project and the second involves scoping the development of a local women’s project. A Steering Group has been established to drive the women’s project forward and this includes several third sector and community organisations as well as key HSCP service partners. • Domestic abuse is a local priority following on from an exercise of mapping available data of the justice journey for those

			<p>involved in domestic abuse. This highlighted the need to shift to a more early intervention approach. Following a tendering process, Portsmouth City Council were successful in securing a contract to deliver Up2U training to CJSW and Children's Services staff. This is a domestic abuse programme that will be jointly delivered by these staff.</p> <ul style="list-style-type: none"> • Following the publication and presentation of the Sexual Health Needs of Women Involved in the Criminal Justice System in Greater Glasgow and Clyde report; a short life working group, Sexual Health Working Group was developed. The focus of this group has been to map referral pathways and consider opportunities for multi-agency training. A final report will be presented to the ICJP including making any recommendations. • We have held Initial discussions with partners scoping the development of a local Police Hub, focusing on Early Intervention. • A Young People's Statement has been co-produced with young people jointly with the HSCP Housing Partnership and the Community Justice Partnership. • Inverclyde Community Justice Partnership held an annual Development Session. This included representatives from East Dunbartonshire CJP and Pan-Ayrshire CJP to learn form best practice from these areas. <p>CJOIP</p> <ul style="list-style-type: none"> ➤ A high level self-evaluation will be undertaken on an annual basis as part of a quality assurance cycle. ➤ A regional (across six NSCJA Local Authorities) Prevention and Early Intervention Strategy will be developed. ➤ A Community Justice Strategic Commissioning Strategy will be developed. This will include identifying potential opportunities for tests of change. ➤ Develop a Participation Strategy and Plan. ➤ Ensure transition planning is in place, including for young people and that this is reflected in both community justice and integrated children's service planning. <p>Good Progress</p>
Partners have leveraged resources for community justice	Yes	Yes	<ul style="list-style-type: none"> • A Steering Group has been established for the Women's Project that includes a range of public sector, third sector and community organisations. Partners have agreed what organisations are best placed to host the various project posts as well as agreeing their respective contribution in kind for the

			<p>duration of the project. The Steering Group have developed the Delivery Plan for the project. A range of partners have also contributed towards the recruitment process.</p> <ul style="list-style-type: none"> • Inverclyde Community Justice Partnership Network includes a range of third sector and community organisations who have an interest in community justice. Partners have taken an active role in hosting and facilitating network sessions as well as mapping the variety of supports available. • As part of our employability project, the Resilience Project, we held an introductory session for all partners involved in community justice and employability and then delivered multi-agency training on: <ul style="list-style-type: none"> ➢ using the Resilience Doughnut tool; ➢ understanding and responding to stigma; ➢ equalities and recovery • The Resilience Doughnut training was also delivered to the Alliance Board, our community planning partnership. • We held an Employer Engagement event organised by partners who all contributed to this. • GG&C Community Justice Health Improvement Group commissioned a Trauma Training Needs Analysis of key services including Criminal Justice, Addiction and Homelessness staff. The findings from the final report are currently being progressed in line with the NES training programme. • A mapping of community justice partner's data in relation to domestic abuse highlighted a need for early intervention and a different type of approach. In considering models from other areas; it has been agreed to adopt the Up2U model that will be delivered jointly between Criminal Justice and Children's services. • The Community Justice Lead has taken an active role in liaising with the CJS Lead for Commissioning in CJS development of a Commissioning Framework. <p>CJOIP</p> <ul style="list-style-type: none"> ➢ A Community Justice Strategic Commissioning Strategy will be developed. ➢ The Community Justice Partnership will explore every opportunity for leverage of resources and report on this as part of the performance framework. <p>Good Progress</p>
Development of community justice	Yes	Yes	<ul style="list-style-type: none"> • GG&C Community Justice Health Improvement Group commissioned a

workforce to work effectively across organisational/professional /geographical boundaries			<p>Trauma Training Needs Analysis of key services including Criminal Justice, Addiction and Homelessness staff. The findings from the final report are currently being progressed in line with the NES training programme.</p> <ul style="list-style-type: none"> • Interface meetings have been developed between Criminal Justice, addiction, homelessness and mental health with a view to improving operational pathways. • We have strengthened strategic partnership links between Community Justice Partnership, Community Safety Partnership, Alcohol and Drugs Partnership, Violence Against Women Partnership, Employability Partnership and Housing Partnership. This has enabled an understanding of shared outcomes and being able to develop joint approaches to addressing cross-cutting themes. • Regular reports are provided to senior personnel relating to community justice including to the Alliance Board (community planning partnership), Integration Joint Board, Health and Social Care Committee as well as to the Corporate Management Team at Inverclyde Council. • Regular updates of community justice activities are included in the monthly HSCP Chief Officers Brief that is cascaded to all HSCP staff. • As part of our employability project, the Resilience Project, we held an introductory session for all partners involved in community justice and employability and then delivered multi-agency training on: <ul style="list-style-type: none"> ➢ using the Resilience Doughnut tool; ➢ understanding and responding to stigma; ➢ equalities and recovery • The Resilience Doughnut training was also delivered to the Alliance Board, our community planning partnership. <p>CJOIP</p> <ul style="list-style-type: none"> • A Workforce Plan will be developed and incorporated into the Strategic Community Justice Commissioning Strategy. This will take cognisance of existing community justice partner's workforce developments. <p>Some Progress</p>
Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of MAPPA	No	No	<p>This information is reported in the North Strathclyde MAPPA Annual Report. Our MAPPA arrangements are well established and include a robust performance and quality assurance framework which has supported a well evidenced commitment to staff training and development.</p>

			<p>It is not helpful to duplicate efforts and reporting when such long established arrangements are already in place.</p> <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Existing arrangements will continue with regards to the delivery of MAPPA. These will be reviewed on an annual basis. <p>Good Progress</p>
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Other information relevant to National Outcome Two

CJOIP – Local

- Improve partnership information sharing. - Map existing information sharing protocols and review these where appropriate. Develop opportunities to share good practice and for joint training.
- Inverclyde Community Justice Partnership has actively promoted the SHORE Standards in relation to our local priority of Housing and Homelessness. This has resulted in these standards being reflected in the HSCP Housing Contribution Statement and as part of our Rapid Rehousing Transition Plan.
- The Community Justice Lead is a member of several groups reviewing key service in Inverclyde including the Mental Health Programme Board, the Rapid Rehousing Transition Plan group and the Addiction Review Programme Board. This has created opportunities to improve partnership information sharing as part of the process of designing new models of service delivery.
- As part of the Women’s Project we have developed a Partnership Agreement that details the roles and responsibilities of both host organisations.
- SPS have presented a Data Sharing Agreement to the Inverclyde Community Justice Partnership which is being considered in relation to improving our local Throughcare arrangements.

Good Progress

NATIONAL OUTCOME THREE

People have better access to the services that they require, including welfare, health and wellbeing, housing and employability

Indicator	Reported?	Useful?	Evidence and Data
Partners have identified and are overcoming structural barriers for people accessing services	Yes	Yes	<ul style="list-style-type: none"> • We have undertaken a comprehensive Community Justice Strategic Needs Assessment to help us identify areas that require a “deep dive” to consider areas for improvement. • Our employability project, the Resilience Project not only delivered multi-agency training but also provided a supported employment approach to 17 people who have a current involvement in the criminal justice system. • Through the Housing Partnership and Rapid Rehousing Transition Plan Group we have highlighted the needs of people involved in the criminal justice system and shared people’s stories and experiences. In addition, as an active member of the Homelessness Review Programme Board, we have been able to influence the proposed new model of Housing First. We are at the initial stages of considering the SHORE standards and the SPS Data Sharing Agreement, both of which we anticipate will help to further reduce structural barriers to accessing

			<p>housing.</p> <ul style="list-style-type: none"> • GG&C have taken a lead role in facilitating regular meetings of the Community Justice and Health Improvement Group to help us reduce any barriers to accessing GP / Primary Care. Work through this group includes <ul style="list-style-type: none"> ➤ Commissioning a Trauma Training Needs Analysis for CJSW, Addiction and Homelessness staff across GG&C. The final report and findings are now being progressed in line with NES. ➤ The scoping of a Health Needs Assessment for people on community orders, including undertaking several focus groups. ➤ The development of a Short Life Working Group to consider the sexual needs of women in the criminal justice system. • We have also had local discussions with Community Link Workers both as a link for people leaving custody as well as for those on community orders. • The Addiction Programme Board is developing a new service delivery model that aims to improve access and referral pathways. This will include the development of a complex needs team. In addition, we have established interface meetings between CJSW, Addiction, Homelessness and Mental Health services to improve communication at a management level of these services and to ensure effective collaboration in cross-cutting themes. • The Mental Health Programme Board and planning for the spend of new Mental Health monies has enabled a local focus on early intervention within police custody and exploring with the Violence Reduction Unit of the Navigator model. This work is underpinned by statistical analysis which identified an overwhelming need for intervention at this early point. <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Barriers are identified and included in the Community Justice Profile and self-evaluation. ➤ Develop an Improvement Plan detailing appropriate steps to address each barrier. <p>Good Progress</p>
Existence of joint-working arrangements such as processes / protocols to ensure access to services to address underlying needs	Yes	Yes	<ul style="list-style-type: none"> • We are considering local implementation of the SHORE standards and SPS Data Sharing Agreement. • CLD facilitated one of the Inverclyde Community Justice Network sessions using the justice journey to map the supports available by third sector and community organisations. This will inform both our local offer to victims as well as to those leaving custody and families affected by crime. • We have had initial discussions with Community Link Workers to consider their role to assist with GP registration for people leaving custody. <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Review existing arrangements, including processes and protocols ensuring appropriate

			<p>access to services at every part of the recovery journey. This will include welfare, health and wellbeing, housing and employability.</p> <ul style="list-style-type: none"> ➤ Develop an Improvement Plan detailing appropriate steps to address any gaps and barriers to services. <p>Some Progress</p>
Initiatives to facilitate access to services	Yes	Yes	<ul style="list-style-type: none"> • The GG&C Community Justice and Health Improvement Group initiatives include: <ul style="list-style-type: none"> ➤ Commissioning a Trauma Training Needs Analysis for CJSW, Addiction and Homelessness staff across GG&C. The final report and findings are now being progressed in line with NES. ➤ The scoping of a Health Needs Assessment for people on community orders, including undertaking several focus groups. ➤ The development of a Short Life Working Group to consider the sexual needs of women in the criminal justice system. • We have also had local discussions with Community Link Workers both as a link for people leaving custody as well as for those on community orders. • Our employability project, Resilience Project is a pilot of supported employment using the Resilience Doughnut as a strength based tool. • We have held an Employer Engagement Event as an initial approach to local employers to improve access to employment. • We have had initial discussions with The Trust, who delivers our local employability pipeline and with Riverclyde Homes to explore opportunities for people on Community Payback Orders and to develop links with Unpaid Work. We are building on earlier work with CLD and adult literacies to better integrate their services into the CPO “other activity” offer. • An individual with lived experience of the criminal justice system is helping to co-design our Participation Strategy. • Inverclyde Community Justice Partnership Network meets bi-monthly and creates an opportunity for third sector and community organisations to network and strengthen referral pathways for people. • We are in discussions with Greenock Morton to develop a joint initiative of peer support for men. <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Consider the responsiveness of services and local supports available to aid access to services. ➤ Review current pathways in place on specific initiatives including mentoring, throughcare, employability, education and other pro-social activities. ➤ Develop performance measures and include these in the performance reporting framework. <p>Some Progress</p>

Speed of access to mental health services	Yes	No	<ul style="list-style-type: none"> • While we include the data in our annual report, the indicator of itself is unhelpful as it is whole population and only in relation to psychological therapy and does not reflect the wide range of mental health supports available for the whole population or more specifically, for people involved in the justice system. • The Mental Health Programme Board and planning for the spend of new Mental Health monies has enabled a local focus on early intervention within police custody and exploring with the Violence Reduction Unit of the Navigator model. This work is underpinned by statistical analysis which identified an overwhelming need for intervention at this early point. • We have committed to establishing interface meetings between CJSW and Mental Health services to improve communication at a management level and to review the use of CPO mental health requirements. <p>CJOIP</p> <ul style="list-style-type: none"> ➤ 90% of patients to commence psychological therapy based treatment within 18 weeks of referral, recognising that the data will include the whole community. <p>Some Progress</p>
<p>% of people released from a custodial sentence :</p> <p>a) registered with a GP</p> <p>b) have suitable accommodation</p> <p>c) have had a benefits eligibility check</p>	Yes	Yes	<p>While this indicator is very helpful, there is no current mechanism to capture data. However, Access to GP / Primary Care and Housing and Homelessness are two of our local priorities and have cited elsewhere examples progress made.</p> <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Incorporate these measures into the performance reporting framework and improvement cycle. <p>Some Progress</p>
Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending	Yes	Yes	<ul style="list-style-type: none"> • We have undertaken a comprehensive Community Justice Strategic Needs Assessment that includes both trend information and analysis of current targeted interventions. • The Community Justice Partnership Network has representation from 21 different third sector and community organisations providing a range of interventions and early help supports. The network has created an opportunity to collaborate and consider transition planning that is person-centred. This network will inform future commissioning strategy. • We currently have a Prolific Offenders Project service that as part of the local Addiction service Review, will be changing to become a complex needs team. This will provide targeted interventions to some of our most vulnerable people in our communities. • We have developed a greater level of support available to young people.

			<ul style="list-style-type: none"> • We have established links with the Venture Trust, who have provided input on courses and activities available aimed at improving life chances and skills for individuals involved in the criminal justice system. CJSW made 14 referrals to this service. • We have piloted an employability project, Resilience Project, where 17 people attended this supported employment placement. • We have liaised closely with CJS Lead for Commissioning in CJS development of a Commissioning Framework. • CJSW has developed a process of quality needs assessment; with the initial stage of using LS/CMI Quick Score at the Court Report stage to inform an effective disposal, followed by a newly developed CJSW Needs Review Tool where people self-score at the first and final review stage. In addition, a LS/CMI Management Plan will be developed and this can be adapted to ensure needs and risks identified are actioned. <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Map existing intervention options and evaluate the effectiveness of these. ➤ Identify gaps and develop an Improvement Plan. ➤ Develop a Community Justice Strategic Commissioning Strategy, including targeted interventions and community capacity building opportunities. <p>Some Progress</p>
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Other information relevant to National Outcome Three

CJOIP – Local

- Improve access to housing for those involved in the criminal justice system. Strengthen links with local housing providers and strategic housing forum. Develop an annual practitioner forum to promote best practice relating to homelessness and housing.
- Enable people to engage with services. Gain a better understanding of the barriers that exist that prevent engagement with services.
- Staff providing universal and specialist adult services have an understanding of community justice. Raise the profile of community justice across universal and specialist adult services. Develop “ambassadors” of community justice in key services.
- Explore local health and wellbeing resources. Strengthen links with local leisure / sports providers and community organisations.

Evidence of progress on the local priorities are incorporated into the above national performance indicators.

Some Progress

NATIONAL OUTCOME FOUR

Effective interventions are delivered to prevent and reduce the risk of further offending

Indicator	Reported?	Useful?	Evidence and Data
Use of 'other activities requirements' in CPOs	Yes	Yes	<p>The numbers of other activity hours carried out in 2018/19 were 483. This is a marked decrease from the previous year, however, we have improved our rolling programme in March 2019 and it is anticipated that this will improve our offer of "other activity".</p> <p>Our employability pilot, Resilience Project, has supported 17 people involved in the criminal justice system on a supported employment placement, the majority of whom are on a CPO.</p> <p>We have had initial discussions with our local college, Riverclyde Homes and The Trust to explore opportunities to increase community capacity in the offer of "other activity".</p> <p>In addition, response to individuals, who during our UPW consultation activity, intimated that they were often attending placements without having had any breakfast and/or the means to afford their lunch CJSW has sought to develop further its 'Other Activity' to address this. A sample of some of the initiatives taken forward are detailed below:</p> <ul style="list-style-type: none"> • With support from HSCP Health Improvement, interactive sessions were provided on nutritional awareness, including healthy affordable lunch option, along with promotion of free exercise activities such as the "Walk a Million Miles Challenge". • Inverclyde Community Learning and Development Service provided "Eat better, Feel better" cooking classes. These offered opportunities to cook easy meals with accessible ingredients. Feedback indicated those participating found the sessions enjoyable, particularly in terms of being able to take home food that they had prepared and cooked themselves. • Venture Trust has supported 14 people on courses aimed at improving life chances and skills. • Greater Glasgow and Clyde Health Board undertook a health needs consultation, using the vehicle of 'Other Activity', with a view to identifying and improving access to services in the future. <p>In addition to the above, CJSW has, with the assistance of colleagues from the Council's Community Learning Development Team established a framework whereby individuals subject to Unpaid Work Requirements are able to have their work formally recognised by the SQA. It is hoped that in addition to building self-confidence this recognition could also assist with employability. The current focus is on the Personal Achievement: Community Activity Unit (SCQF L2). The unit can be used as a free-</p>

			<p>standing unit or as part of a Personal Achievement Award should the individual wish to progress further. There is a £7.50 fee for registration with SQA, which our Community Learning Development colleagues are currently funding. Since 1st November 2018 the number of SCQF Level 2 Personal Achievement awards total 7.</p> <p>There are also examples of individuals on UPW Requirements being proactive with regard to identifying 'Other Activity' opportunities themselves and discussing these with staff, who have facilitated this where appropriate.</p> <p>Utilising the resources of the wider HSCP / CPP, the Service is committed to further developing initiatives/approaches which help to address the broader issues of inequalities that are identified by staff and service users as part of their individual action/case management plans.</p> <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Evaluate the current use of "other activities requirement" in CPO's, ensuring these are person-centred. ➤ Identify community capacity opportunities and develop an Improvement Plan. <p>Good Progress</p>
Effective risk management for public protection	Yes	Yes	<p>Core Public Protection issues are scrutinised by the Chief Officers Group which is chaired by the Chief Executive of the Council. Both he and the Corporate Director of the HSCP are directly sighted on key issues such as high risk situations, Care Inspectorate notifications, ViSOR developments etc. The CSWO, who is the senior manager of the Service, chairs the Community Justice Partnership, Child Protection Committee, and the Public Protection Forum and is a member of the Community Safety Partnership and the Adult Protection Committee thus ensuring strong connections across the public protection arena.</p> <p>MAPPA processes are well embedded including multi-agency risk assessment and risk management planning. With regard to SA07, this is routinely completed jointly with Police Scotland OMU colleagues. It is agreed practice for MAPPA Risk Management Plans within North Strathclyde to routinely include a minimum of one joint home visit by CJSW and Police Scotland OMU within the review period.</p> <p>Central to our MAPPA processes and practice is attention to victim safety planning which forms a discrete part of all MAPPA Risk Management Plans (RMPs). This can include; joint work with Children's Services to identify potential victims and/or to ensure parents/carers have both the information and necessary insight to act as safe-guarders, restrictions</p>

			<p>on the MAPPAs managed individual to limit or exclude their access to particular areas and, the monitoring of compliance with safety plans/licence conditions.</p> <p>To complement the above, the Environmental Risk Assessment (ERA's) process within MAPPAs supports the identification of potential victim access issues and consideration of what actions may need to be taken by partners for the property to be viewed as 'manageable'. MAPPAs partners are fully compliant with the requirements of NASSO Guidance.</p> <p>An extensive programme of training has been undertaken by the North Strathclyde MAPPAs Unit, hosted by Inverclyde, targeting partners who are not routinely involved in MAPPAs processes such as Children's Services, Registered Social Landlords and Library staff etc. to ensure they have an appropriate awareness. Recently this has been extended to include UPW staff, with Inverclyde being the first to pilot this staff group.</p> <p>As part of North Strathclyde MAPPAs Performance Management and Quality Assurance Strategy developed by Inverclyde, there are regular multi-agency audits of case file at all levels. These consider the quality of risk assessments, the implementation of the risk management plans and compliance with MAPPAs operational standards.</p> <p>Good Progress</p>
Quality of CPOs and DTTOs	No	Yes	<p>This information is not currently available but will be included as part of the CPO Annual Report and will be reported to the Community Justice Partnership thereafter.</p> <p>The CJSW Service's approach to capturing the views of individuals on the quality and impact of their CPO has developed and strengthened over time. Prior to April 2018, this Service endeavoured to gather service user views on the completion of the CPO. However, from April 2018 this has moved to a two-stage approach, applied at the start and end of all community sentences. This will undoubtedly yield more informative data. There remains the task of feeding this information into the Community Justice Partnership and to do so in a way that enables partners to consider ways in which they can add value to the community sentence experience.</p> <p>We intend to incorporate this into the CJP performance framework.</p> <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Develop a quality assurance and reporting framework. <p>Some Progress</p>

<p>Reduced use of custodial sentences and remand :</p> <p>a) Balance between community sentences relative to short custodial sentences under one year</p> <p>b) Proportion of people appearing from custody who are remanded</p>	<p>Yes</p>	<p>Yes</p>	<p>Reported in Annual report and CJP SNA. Helpful in terms of planning for PASS</p> <p>*Shift in Balance of Community v's Custodial Sentence:</p> <table border="1" data-bbox="770 344 1417 846"> <thead> <tr> <th></th> <th>2015 / 2016</th> <th>2016 / 2017</th> <th>2017 / 2018</th> </tr> </thead> <tbody> <tr> <td>Community Overall:</td> <td>83.63%</td> <td>85.27%</td> <td>85.12%</td> </tr> <tr> <td>Community Males:</td> <td>81.06%</td> <td>83.33%</td> <td>82.98%</td> </tr> <tr> <td>Community Females:</td> <td>96.82%</td> <td>94.74%</td> <td>95.77%</td> </tr> <tr> <td>Custody Overall:</td> <td>16.37%</td> <td>14.73%</td> <td>14.88%</td> </tr> <tr> <td>Custody Males:</td> <td>18.94%</td> <td>16.67%</td> <td>17.02%</td> </tr> <tr> <td>Custody Females:</td> <td>3.18%</td> <td>5.26%</td> <td>4.23%</td> </tr> </tbody> </table> <p>*This includes all types of community sentence and all lengths of custodial sentence. The above statistical information has been extracted from the Criminal Proceedings in Scotland Experimental Data publication. Balance between community sentence relative to short custodial sentences under one year:</p> <table border="1" data-bbox="770 1061 1417 1254"> <thead> <tr> <th></th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>*Community Sentences</td> <td>207</td> <td>214</td> <td>168</td> </tr> <tr> <td>Custodial Sentences <1 year</td> <td>104</td> <td>110</td> <td>105</td> </tr> </tbody> </table> <p>*This only includes those categorised as "community sentence" in the Criminal Proceedings in Scotland experimental data publication.</p> <table border="1" data-bbox="770 1375 1417 1568"> <thead> <tr> <th></th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td>Average Number of People on Remand per Month</td> <td>25.25</td> <td>30.83333</td> <td>34.5</td> </tr> </tbody> </table> <p>*The above information has been extracted from the monthly SPS statistical report.</p> <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Develop a quantitative measure to outline the impact of initiatives to shift the balance between custody and non-custodial measures and sentences. Incorporate this into the Community Justice Performance Framework. <p>Good Progress</p>		2015 / 2016	2016 / 2017	2017 / 2018	Community Overall:	83.63%	85.27%	85.12%	Community Males:	81.06%	83.33%	82.98%	Community Females:	96.82%	94.74%	95.77%	Custody Overall:	16.37%	14.73%	14.88%	Custody Males:	18.94%	16.67%	17.02%	Custody Females:	3.18%	5.26%	4.23%		2015/16	2016/17	2017/18	*Community Sentences	207	214	168	Custodial Sentences <1 year	104	110	105		2016/17	2017/18	2018/19	Average Number of People on Remand per Month	25.25	30.83333	34.5
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<p>The delivery of interventions</p>	<p>Yes</p>	<p>Yes</p>	<p>We do not receive any information of the number of ABI's in criminal justice healthcare settings. However</p>																																																

targeted at problem drug and alcohol use [NHS Local Delivery Plan (LDP) Standard]			<p>progress has been made via the following:</p> <ul style="list-style-type: none"> The ADP and CJ Leads work closely together, including considering the development of meaningful performance measurements. The CJ Lead is a member of the Addiction Review Programme Board whereby a new service delivery model is being developed. <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Develop a measure to report on the number of Alcohol Brief Interventions delivered in criminal justice healthcare settings. Include this in the Community Justice Performance Framework. ➤ Develop a measure to report on the number of referrals from criminal justice sources to drug and alcohol specialist treatment. Include this in the Community Justice Performance Framework. <p>Some Progress</p>																																																								
Number of Police Recorded Warnings, police diversion, fiscal measures, fiscal diversion, supervised bail, community sentences (including CPOs, DTTOs and RLOs)	Yes	Yes	<p>Reported in annual report and included in CJP SNA. Will be incorporated into CJP performance framework.</p> <table border="1" data-bbox="770 931 1418 2018"> <thead> <tr> <th>Type of Intervention</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>CPO</td> <td>347</td> <td>308</td> <td>263</td> </tr> <tr> <td>DTTO</td> <td>12</td> <td>11</td> <td>3</td> </tr> <tr> <td>Fiscal Fine</td> <td>527</td> <td>342</td> <td>280</td> </tr> <tr> <td>Fiscal Fixed Penalty (COFP)</td> <td>70</td> <td>77</td> <td>86</td> </tr> <tr> <td>Fiscal Combined Fine with Compensation</td> <td>20</td> <td>30</td> <td>20</td> </tr> <tr> <td>Fiscal Compensation</td> <td>4</td> <td>4</td> <td>8</td> </tr> <tr> <td>Fiscal Fixed Penalty (Pre-SJR)</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Anti-Social Behaviour Fixed Penalty Notice</td> <td>413</td> <td>262</td> <td>183</td> </tr> <tr> <td>Police Formal Adult Warning</td> <td>61</td> <td>5</td> <td>4</td> </tr> <tr> <td>Recorded Police Warning</td> <td>40</td> <td>156</td> <td>93</td> </tr> <tr> <td>Fiscal Work Orders</td> <td>1</td> <td>20</td> <td>6</td> </tr> <tr> <td>Statutory Throughcare (in community & custody)</td> <td>84</td> <td>113</td> <td>111</td> </tr> <tr> <td>CJSW Voluntary Throughcare</td> <td>11</td> <td>13</td> <td>3</td> </tr> </tbody> </table>	Type of Intervention	2015/16	2016/17	2017/18	CPO	347	308	263	DTTO	12	11	3	Fiscal Fine	527	342	280	Fiscal Fixed Penalty (COFP)	70	77	86	Fiscal Combined Fine with Compensation	20	30	20	Fiscal Compensation	4	4	8	Fiscal Fixed Penalty (Pre-SJR)	-	-	-	Anti-Social Behaviour Fixed Penalty Notice	413	262	183	Police Formal Adult Warning	61	5	4	Recorded Police Warning	40	156	93	Fiscal Work Orders	1	20	6	Statutory Throughcare (in community & custody)	84	113	111	CJSW Voluntary Throughcare	11	13	3
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			<table border="1"> <tr> <td>RLO Reports Requested</td> <td>15</td> <td>33</td> <td>21</td> </tr> <tr> <td>Diversion Referrals</td> <td>32</td> <td>35</td> <td>38</td> </tr> <tr> <td>Requests from Court for Bail Information</td> <td>250</td> <td>193</td> <td>228</td> </tr> </table> <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Capture the number of police recorded warnings; police diversion; fiscal measures, (including fines, fiscal work orders, fiscal compensation order and fixed penalty notice), fiscal diversion to social work; supervised bail and community sentences. Include this in the Community Justice Performance Framework. <p>Completed</p>	RLO Reports Requested	15	33	21	Diversion Referrals	32	35	38	Requests from Court for Bail Information	250	193	228
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Diversion Referrals	32	35	38												
Requests from Court for Bail Information	250	193	228												

Number of short-term sentences under one year	Yes	Yes	<p>Reported in annual report and included in Community Justice Partnership Strategic Needs Assessment. Will be incorporated into CJP performance framework.</p> <table border="1"> <tr> <td></td> <td>2015/16</td> <td>2016/17</td> <td>2017/18</td> </tr> <tr> <td>Custodial Sentences <1year</td> <td>104</td> <td>110</td> <td>105</td> </tr> </table> <p>CJOIP</p> <ul style="list-style-type: none"> ➤ Capture a measure to profile the risks and needs of people and identify projected demand in services related to the number of custodial sentences imposed where the full term was for less than 12 months. Include this in the Community Justice Performance Framework. This will be informed by the national timeline of this national agenda. <p>Good Progress</p>		2015/16	2016/17	2017/18	Custodial Sentences <1year	104	110	105
	2015/16	2016/17	2017/18								
Custodial Sentences <1year	104	110	105								

Other information relevant to National Outcome Four

- CJOIP
- Adopt a recovery model approach in interventions. Consider current recovery models and apply learning from these. Develop an asset based and strength based model of recovery.
 - Identify gaps in services. Evaluate current provision relating to domestic abuse and consider ways to enhance supports. Identify appropriate options as tests for change.
 - Consider early intervention on a regional basis. Develop a regional Early Intervention Strategy.
- Our employability pilot, the Resilience Project, has piloted the use of the Resilience Doughnut as strength based tool that enables a move away from a deficit model to identify and build on people’s strengths and assets. We are exploring testing this model further to form the basis of a “community plan” for people involved in the justice system with colleagues from CLD to support

the transition when completing an order / sentence. In addition, the Community Justice Partnership Network is considering reframing this network to become a “Resilience Network”.

- We completed a mapping of services and data relating to domestic abuse that has resulted in agreement to progress to adopt the Up2U programme. This will be jointly delivered by CJSW and Children’s Services social workers. A programme of training is being delivered over the coming year prior to implementation.
- While we previously held a number of regional events considering early intervention, it was agreed that a local plan for each area was preferred. For Inverclyde this has included analysing data from police custody and exploring the development of a hub model in Greenock Police Station. We are also in discussions about developing an arrest referral scheme.

Good Progress

NATIONAL OUTCOME FIVE

Life chances are improved through needs, including health, financial inclusion, housing and safety, being addressed

Indicator	Reported?	Useful?	Evidence and Data																																
Individuals have made progress against the outcome	No	Yes	<table border="1"> <thead> <tr> <th>Other issues</th> <th>2013</th> <th>2019</th> <th>Change</th> </tr> </thead> <tbody> <tr> <td>Financial problems</td> <td>34%</td> <td>31.32%</td> <td>2.68% ↓</td> </tr> <tr> <td>victim of physical assault</td> <td>27%</td> <td>28.57%</td> <td>1.57% ↑</td> </tr> <tr> <td>evidence of emotional distress</td> <td>24%</td> <td>25.82%</td> <td>1.82% ↑</td> </tr> <tr> <td>accommodation issues</td> <td>20%</td> <td>29.12%</td> <td>9.12% ↑</td> </tr> <tr> <td>Mental disorder</td> <td>18%</td> <td>10.44%</td> <td>7.56% ↓</td> </tr> <tr> <td>Problem solving deficits</td> <td>50%</td> <td>61.64%</td> <td>11.64% ↑</td> </tr> <tr> <td>anger management</td> <td>34%</td> <td>28.57%</td> <td>5.43% ↓</td> </tr> </tbody> </table>	Other issues	2013	2019	Change	Financial problems	34%	31.32%	2.68% ↓	victim of physical assault	27%	28.57%	1.57% ↑	evidence of emotional distress	24%	25.82%	1.82% ↑	accommodation issues	20%	29.12%	9.12% ↑	Mental disorder	18%	10.44%	7.56% ↓	Problem solving deficits	50%	61.64%	11.64% ↑	anger management	34%	28.57%	5.43% ↓
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<p>The above table is an extract from LSCMI life factors. This reaffirms our focus on housing and homelessness, piloting the resilience doughnut and our focus on addressing trauma.</p>																																			
<p>In April 2018 CJSW introduced a bespoke Criminal Justice Needs Review tool which individuals subject to statutory involvement are asked to complete both at the start (stage 1) and end (stage 2) of their involvement. The aim is to capture from the individual's perspective their view of their needs, particularly in terms of the extent to which these needs are considered by them to be an issue and, thus an appropriate target for intervention. The individual is also asked to repeat this exercise when their involvement with the Service is drawing to an end. In addition, the individual on the second application of the tool is asked to rate the quality and impact of the Service they received, along with identifying which partner organisations they were referred to. This is to try and capture distance travelled. The tool includes nine separate lifestyle areas: health, self-care, emotional well-being, alcohol and drug use, offending behaviour, training and employment, housing, relationships with friends and family life where people self-score.</p>																																			
<p>To date, 76 forms at stage 1 and 31 at stage 2 have been completed. An early analysis of the information available to date is provided at indicator 2.1.</p>																																			
<p>Comments captured on changes that individuals' had made whilst engaged with CJSW include:</p> <ul style="list-style-type: none"> • 'I now have a job. I have a home. I am drug and alcohol free.' • 'I am better at budgeting. I am less impulsive. I think before acting.' • 'I think things through more. I think about how my behaviours have affected others.' • 'I now have a structured routine and am in employment. I have more responsibilities within my employment role.' • 'I have a good understanding of my offending behaviour and how not to reoffend. I have learnt IT skills to help me find employment and housing. Overall my experience with Inverclyde Criminal Justice has been positive.' 																																			

			<ul style="list-style-type: none"> • ‘I have improved my behaviour and am now looking at education. I am doing my Highers. This Order has opened my eyes and I am grateful to the workers involved who have supported me.’ <p>This tool is designed to further embed a person-centric approach, identify unique outcome measures for service users and to address those outcomes research has evidenced supports desistance. Where appropriate the form sits alongside the LS/CMI assessment and helps to ensure our wider aims of a broader public health approach is adopted. In addition, the data gathered will also assist with strategic planning/commissioning in terms of providing aggregated data with regard to identified needs and frequently accessed organisations/services.</p> <p>CJOIP</p> <ul style="list-style-type: none"> ➤ As part of a Quality Assurance Framework, develop service user feedback and outcome measures to triangulate and report progress on this outcome. <p>Some Progress</p>
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Other information relevant to National Outcome Five

While there are examples of individual progress; it is difficult to evidence this is an impact following on from steps taken by the CJP. Inverclyde Community Justice Partnership has undertaken a comprehensive Strategic Needs Assessment that will inform the development of a CJP Performance Framework. This is an action in our CJOIP. As a partnership, we also need to agree outcomes and develop a systematic approach to measuring impact. This may include multi-agency audits.

CJOIP

- Explore models of supported employment. Consider personal placement and individual support programme models.

As cited in earlier sections, we have piloted a supported employment model in our Resilience Project where 17 people have participated. We are in the process of evaluating this project.

Good Progress

NATIONAL OUTCOME SIX

People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities

Indicator	Reported?	Useful?	Evidence and Data
Individuals have made progress against the outcome	No	Yes	<ul style="list-style-type: none"> • We have cited elsewhere in this annual report about our employability pilot, the Resilience Project where 17 people have been provided a supported employment placement. • CJSW alongside the Council’s Community Learning Development Service, established a framework whereby individuals subject to Unpaid Work Requirements are able to have their work formally recognised by the SQA. It is hoped that in addition to

			<p>building self-confidence this recognition could also assist with employability. The current focus is on the Personal Achievement: Community Activity Unit (SCQF L2). The unit can be used as a free-standing unit or as part of a Personal Achievement Award should the individual wish to progress further. There is a £7.50 fee for registration with SQA, which our Community Learning Development colleagues are currently funding. Since 1st November 2018 the number of SCQF Level 2 Personal Achievement awards total 7.</p> <ul style="list-style-type: none"> • We are also in discussion with Greenock Morton with a view to developing peer support and football. • Our Participation Strategy is being co-designed with someone currently involved in the criminal justice system. • Following the publication of the Trauma Training Needs Analysis report, we have recognised the importance of relationships and this is now informing how we design our services to ensure they are trauma informed. <p>Kyle's Story</p> <p>Kyle is a 25 year old who experienced a turbulent childhood and most of his life has involved violence. Kyle has served previous custodial sentences and community orders.</p> <p>Kyle independently approached The Trust, who delivers our local employability pipeline, indicating an interest in the catering industry. Kyle completed a six week accredited training course. Kyle was on a CPO with an Unpaid Work Requirement. A referral was made for Kyle to be part of our employability pilot, the Resilience Project where he could build on learning catering skills while also having access to counselling as part of the project.</p> <p>Kyle successfully completed his CPO and continued with the Resilience Project on a voluntary basis and is currently being supported to seek employment.</p> <p>CJOIP</p> <ul style="list-style-type: none"> ➤ As part of a Quality Assurance Framework, develop service user feedback and outcome measures to triangulate and report progress on this outcome. <p>Some Progress</p>
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Other information relevant to National Outcome Six

While there are examples of individual progress; it is difficult to evidence this is an impact following on from steps taken by the CJP.

Inverclyde Community Justice Partnership has undertaken a comprehensive Strategic Needs Assessment that will inform the development of a CJP Performance Framework. This is an action in our CJOIP.

As a partnership, we also need to agree outcomes and develop a systematic approach to measuring impact. This may include multi-agency audits.

NATIONAL OUTCOME SEVEN

Individuals' resilience and capacity for change and self-management are enhanced

Indicator	Reported?	Useful?	Evidence and Data
Individuals have made progress against the outcome	No	Yes	<p>The key element and inspiration of our employability pilot, the resilience Project, was the use of the Resilience Doughnut. This is a strength based tool that supports people to use positive inquiry to identify people's assets and focus on strengthening these with the aim of building people's resilience.</p> <p>Multi-agency training has been delivered to support staff in using the tool. Participants were so impressed with this training that it was also delivered to members of the Alliance Board, our Community Planning Partnership.</p> <p>We are considering ways of expanding the use of this tool and are in discussions with CLD to explore using this tool as a way of developing person-centric community plan as part of transitional planning. This is following feedback from people involved in the criminal justice system who describe being "terrified" of the thought of their order coming to an end.</p> <p>The resilience Doughnut will also be a central part of our Participation Strategy.</p> <p>Within our CJSW Service, consideration is being given to the impact trauma has in relation to an individual's engagement and compliance with a community sentence. As first steps on this journey CJSW staff attended a two day Trauma Informed Practice Pilot. Feedback from staff who attended was positive and CJSW will now reflect on how to take forward learning in terms of informing its model of service delivery.</p> <p>Jane's Story</p> <p>Jane is a 25 year old mother of two children. Jane started using heroin along with other substances. Jane agreed for her children to be cared for by their grandparents. However, Jane's life soon became chaotic as her drug use increased. Jane served several short sentences in prison. While on a CPO Jane was referred to Shine in view of the increased risks of Jane breaching this order.</p> <p>Over time, trust developed between Jane and the Shine worker. At this point positive inquiry was used to explore who was Jane at age 7, 13, 17 to understand Jane's experience while also identifying her strengths.</p> <p>A very practical tool of using a diary in order to keep appointments was used. Jane started to use her diary and manage her own appointments but also reminded the Shine worker of their own appointments.</p> <p>Jane successfully completed her CPO and while achieving</p>

			<p>very positive outcomes of securing a new tenancy and re-building contact with her children and family; it was the simple skill of using a diary in order for Jane to manage her life better that made the lasting change for Jane.</p> <p>CJOIP</p> <ul style="list-style-type: none"> ➤ As part of a Quality Assurance Framework, develop service user feedback and outcome measures to triangulate and report progress on this outcome. <p>Some Progress</p>
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Other information relevant to National Outcome Seven

While there are examples of individual progress; it is difficult to evidence this is an impact following on from steps taken by the CJP.

Inverclyde Community Justice Partnership has undertaken a comprehensive Strategic Needs Assessment that will inform the development of a CJP Performance Framework. This is an action in our CJOIP.

As a partnership, we also need to agree outcomes and develop a systematic approach to measuring impact. This may include multi-agency audits.

CJOIP

- Better understanding of reasons for offending to ensure appropriate interventions are provided.
- Develop a recovery model that is person-centred and incorporates trauma informed practice.
- Develop training opportunities for staff and any necessary guidance. Explore peer support and mentoring opportunities as part of an intervention support.

Good Progress

5. Priority Areas of Focus

Inverclyde Community Justice Partnership has identified six local priorities that overlap with the national community justice outcomes. The local priorities include:

1. Access to GP / Primary Care
2. Prevention and Early Intervention
3. Women involved in the justice system
4. Domestic abuse
5. Employability
6. Housing and Homelessness

The following provides further detail of the first three local priorities.

1. Access to GP / Primary

The support of the GG&C Lead for Community Justice and Health Improvement has been pivotal to the Inverclyde Community Justice Partnership adopting a public health approach to community justice. While considerable effort has continued to be made to understand the context of GP registration, particularly for those on short term sentences; we have been able to consider other aspects of health and wellbeing.

An example of this is the sexual health needs of women within the criminal justice system. A presentation of a health needs assessment led by a trainee Community Sexual and Reproductive Health Doctor at Sandyford Sexual Health Service, was given to our partnership, where it was agreed to develop a short-life working group to consider this in the context of Inverclyde. This working group brought in experts from a range of fields including Sandyford services, Health Improvement, CJSW and the Violence Against Women Coordinator. The key focus of this group was in relation to strengthening pathways to Sandyford services at the time when these services were under review. Another key focus was on mapping available training to the range of staff that may be supporting women involved in the justice system.

A further example from this local priority was in undertaking a Trauma Training Needs Analysis across CJSW, Addiction and Homelessness services. Findings from this report have been helpful to NES as they have rolled out the national framework of training and are piloting this in several Local Authorities, one being Glasgow. However, as this work has been led through the GG&C Community Justice and Health Improvement group, we can continue to learn from this pilot. This is all more relevant as Inverclyde HSCP has established a working group to consider trauma training.

Finally, while a comprehensive health needs assessment was undertaken in 2012 focusing on people in custody (HMP Barlinnie and HMP Greenock); such a study has never been done for those on community orders. An initial series of focus groups were held to scope out the requirements for a tender to commission such a study.

Locally, we have also strengthened ties with Community Link Workers and those with a key role in developing Primary Care planning.

2. Prevention and Early Intervention

There are three main strands to this local priority:

- a. The establishment of the Inverclyde Community Justice Partnership Network. This was developed following the joint event held with Criminal Justice Voluntary Sector Forum "Strengthening Engagement". The purpose of this network is primarily networking by bringing together on a bi-monthly basis both Third Sector and Community Organisations who have an interest in community justice. The network is an opportunity to explore collaborative practice and will inform our development of a local Community Justice Commissioning Framework. It is hosted and facilitated by representatives from Third Sector and Community Organisations and regular updates of network meetings are fed back to the Community Justice Partnership. In an attempt to change the language at a local level, we are currently considering reframing this network to become a "Resilience Network" with a strong focus on recovery. CVS Inverclyde is

recommending this as an action at their Annual Conference.

- b. We have strengthened the local links with our Community Safety Partnership and the Community Justice Partnership. This is in recognition that there is a level of overlap, particularly around tertiary prevention. We have worked closely together to consider a local response to the restorative justice agenda and hate crime. We are exploring holding community conversations to consider these. This would be an innovative approach.
- c. Following analysis of data outlining the needs of people in police custody; we have had initial meetings to scope the development of a police hub at Greenock Police Station.

3. Women Involved in the Justice System

We had outlined in last year's annual report the work we had done in making a successful bid to the Big Lottery for funding from the Early Action System Change fund under the category of women involved in the justice system.

The purpose behind the Early Action Systems Change is to help make a fundamental shift towards effective early intervention in Scotland. The Inverclyde HSCP Women's Project aims to achieve a step change in the response to women in the criminal justice system. It seeks to build this response around the women themselves and the community, with the ambition of providing women with the support they need at a time and in a way that is right for them.

Following the award decision a project Steering Group has been established. This includes:

- CVS Inverclyde representation;
- Turning Point Scotland representation;
- Your Voice representation;
- Alcohol and Drug Partnership representation;
- Community Justice Partnership representation
- HSCP representation

To date the Steering Group has:

- Developed a Terms of Reference;
- Agreed the guiding principles for the project;
- Agreed the key stages and milestones for the project;
- Developed job descriptions and progressed the recruitment process;
- Developed a comprehensive Delivery Plan.

In addition it was agreed by the Third Sector partners on the Steering Group that Turning Point Scotland is the host organisation for the Community Worker post for the initial two year period of the project. At this point with the revising of the Delivery Plan; the Steering Group will consider the future direction and requirements of this post to best fit the needs of the project.

The Community Fund (formerly Big Lottery) released funding for the project on 31st January 2019. At this point the recruitment process was able to commence.

6. Case Studies

As cited in last year's annual report, we secured Scottish Government funding following a joint bid involving Inverclyde Regeneration and Employability Partnership (IREP) and Inverclyde Community Justice Partnership (CJP). The funding focused on piloting a "Resilience Project". This was an innovative approach to supported employment that included several elements that were all tested. These included:

- a. Delivering multi-agency training in the use of the "Resilience Doughnut". This tool formed the basis of the model of enabling strength-based conversations with people involved in the justice system as an asset approach to employability. Two sessions were delivered to partners from

both partnerships and a third session was provided to operational staff. Following positive feedback from these sessions, a further session was delivered to members of the Alliance Board, our Community Planning Partnership.

- b. Recruit with Conviction delivered training to partners and operational staff outlining changes to the legislative framework and employability to enable staff were up-to-date with this as well as improving practice in supporting people as they navigate through the employability pipeline. Recruit with Conviction also facilitated an Employer Engagement event.
- c. The Scottish Drugs Forum provided two sessions of both Stigma training and Equality and Diversity in Recovery training to operational staff.

This level of training was fundamental in laying the foundation for the delivery element of the “Resilience Project” pilot as it enabled partners and staff to adopt a shared language.

The delivery element was delivered by a local social enterprise. Their delivery model is “Whole Life Restore” and their strong value base was a comfortable fit with the approach of implementing the Resilience Doughnut as a central plank of support. The pilot targeted people involved in the criminal justice system who may also have an addiction or homelessness issue. Partners were keen to pilot an approach that specifically targeted what they considered as a “hard to reach” group of people who did not quite fit into the existing employability pipeline due to the severity of the impact of these complex issues. Underlying this professional assessment was people’s own experience of feeling a sense of hopelessness in even considering employment.

The resilience doughnut offered the opportunity to have strength based conversation that did not focus on deficits and barriers. At the same time, people participating in the pilot could also access Stepwell wider therapeutic services including counselling if this were required.

An information leaflet about the project was cascaded to all partners alongside a referral form. The majority of referrals were from CJSW where people were on a CPO. Overall 17 referrals were made.

While the pilot is still being evaluated, feedback from people has been positive with some people choosing the catering industry as their career path.

Throughout the pilot regular updates were provided to both the Inverclyde Regeneration and Employability Partnership and Inverclyde Community Justice Partnership and there was clear partner buy-in with all aspects of this project.

This pilot has enabled a deeper level of exploration of employability including in relation to Unpaid Work and involving a much wider range of partners to achieve shared outcomes. There is now an increased interest in how the resilience doughnut can be rolled out further.

7. Challenges

There have been several key challenges that were also reflected in our Development Session. These include:

1. Implementation of the CJOIP – There has been a high turnover of representatives from key partners who were not involved in the development of our CJOIP. A practical example of this is it was originally agreed as part of our terms of Reference that we would adopt a “portfolio leads” model for each of the four structural outcomes. However, three of these original people are no longer involved in the CJP. By undertaking a Community Justice Strategic Needs Assessment, it is hoped this helps to provide a clear focus and support the development of a Community Justice Performance Framework.
2. Our development session identified a need to develop a collaborative model of partnership. This would include “being smarter with strategy” and the wide range of cross-cutting themes. It would also make it clearer for each partner of what their unique contribution is towards meeting the community justice agenda and using the available leverage of resources. We recognise that our

CJP is still in its infancy.

3. Two of the statutory partners do not attend our local partnership, although we do provide information to identified single points of contacts.
4. The funding of community justice remains uncertain which brings a level of difficulty when attempting to horizon scan and strategic planning.

8. Additional Information