



Inverclyde Alliance

AGENDA ITEM NO: 13

Report To:	Inverclyde Alliance Board	Date: 5 October 2020
Report By:	Louise Long Corporate Director (Chief Officer) Inverclyde Health and Social Care Partnership (HSCP)	Report No: SW/33/2020/SMcA
Contact Officer:	Sharon McAlees Head of Criminal Justice & Children's Services	Contact No: 715282
Subject:	Inverclyde Community Justice Partnership Annual Report 2019-2020	

1.0 PURPOSE

- 1.1 The purpose of this report is to present to the Inverclyde Alliance Board the Inverclyde Community Justice Partnership Annual Report 2019-2020.

2.0 SUMMARY

- 2.1 The Community Justice (Scotland) Act 2016 provides the statutory framework for the model of community justice. The Act stipulates adherence must be given to the National Strategy for Community Justice; the Community Justice Outcomes Performance and Improvement Framework and associated Guidance in the development of a local Community Justice Outcomes Improvement Plan and subsequent Annual Reports.
- 2.2 The Inverclyde Community Justice Outcomes Improvement Plan 2017-2022 was submitted to Scottish Government on 31st March 2017, with full local responsibility for implementation commencing on 1st April 2017.
- 2.3 Section 23, Community Justice (Scotland) Act 2016 requires the community justice partners of a local authority area publish an annual report and that this is also submitted to Community Justice Scotland.
- 2.4 Extensive progress has been made over the past year, and the Annual report highlights examples of innovation, achievements as well as learning for improvement.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Inverclyde Alliance Board:
- a. Note and give comment on the Inverclyde Community Justice Partnership Annual Report 2019-2020.
 - b. Approve submission of the Annual Report to Community Justice Scotland, pending the addressing of any amendments necessary following comment from the Inverclyde Alliance Board and partners.

Louise Long
Corporate Director (Chief Officer), Inverclyde HSCP

4.0 BACKGROUND

- 4.1 The Community Justice (Scotland) Act 2016 provides the statutory framework for the model of community justice in Scotland. This model enables strategic planning and delivering of community justice services with a focus on collaboration and involvement at a local level and with people who use services.
- 4.2 The Act outlines the functions for community justice partners and expectations around local arrangements and reporting of progress of local Community Justice Outcomes Improvement Plan with the publication of an Annual Report.
- 4.3 The Annual Report must include detail on each nationally determined outcome and any local determined outcome. Partners must also use the relevant indicators as outlined in the Community Justice Outcomes Performance and Improvement Framework.
- 4.4 The national community justice outcomes consists of four structural outcomes and three person-centric outcomes as outlined below:

Structural Outcomes	Person-Centric Outcomes
<ul style="list-style-type: none">Communities improve their understanding and participation in community justice.	<ul style="list-style-type: none">Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed.
<ul style="list-style-type: none">Partners plan and deliver services in a more strategic and collaborative way.	<ul style="list-style-type: none">People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities.
<ul style="list-style-type: none">Effective interventions are delivered to prevent and reduce the risk of further offending.	<ul style="list-style-type: none">Individual's resilience and capacity for change and self-management are enhanced.
<ul style="list-style-type: none">People have better access to the services they require, including welfare, health and wellbeing, housing and employability.	

- 4.5 The Annual Report has two distinct sections. Firstly a community-facing, easy read section that gives an outline of what has been achieved in each of the local priorities.
- 4.6 The second section of the Annual Report uses the required template provided by Community Justice Scotland and outlines progress against both the national and local outcomes.
- 4.7 Community Justice Scotland prepare a Community Justice Outcome Activity Across Scotland Annual Report, citing examples of good practice from across the country. One example highlighted from Inverclyde cited in the 2018 / 2019 Annual Report was the development of a bespoke needs review tool that captures distance travelled by individuals on their journey out of the justice system. This tool is based on a public health approach to justice.
- 4.8 Considerable progress has been made over the last year. This includes the embedding of the community justice agenda across community planning. Highlights of achievements include:
- We have strengthened partnership working by collectively considering complex issues and partners working collaboratively and in their respective organisation to progress agreed deliverables.
 - The Care Inspectorate provided external scrutiny and assurance by undertaking a comprehensive inspection of Justice Services, focusing on the delivery of

Community Payback Orders (CPO). As well as noting the range of positive outcomes achieved for those on a CPO, it was also noted how well embedded into practice the community justice agenda was and the resultant proactive response to severe and multiple disadvantages.

- The Care Inspectorate also noted that the Community Justice Partnership had provided an opportunity for leaders to develop services from an early intervention and prevention perspective. It also created additional opportunities to include individuals in service development.
- Following the publication of the Hard Edges Scotland report; considerable effort was made in furthering our understanding of the impact of severe and multiple disadvantages and working collaboratively to develop local responses.

4.9 The whole essence of the Community Justice model is in being able to develop local services based on local need. In going forward, this is an opportune time to adopt a whole systems approach.

5.0 IMPLICATIONS

5.1 Legal:

There are no legal implications in respect of this report.

5.2 Finance:

5.2.1 A Community Justice Lead Officer was appointed in September 2015 using the Scottish Government's transition funding allocation of £50,000 to Inverclyde. There is however an annual shortfall and the Criminal Justice Social Work budget is currently being utilised to meet these costs.

5.2.2 Further funding allocation of £50,000 was agreed by Scottish Government for subsequent years on an annual basis. This highlights the temporary nature of funding and the need to articulate at appropriate national forums the case for a long-term commitment to funding to ensure the successful implementation of the community justice agenda.

5.3 Personnel

There are no personnel issues within this report.

5.4 Equality and Diversity:

This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

5.5 Inequalities:

Addressing inequalities is a key focus for Community Justice and underpins the whole model.

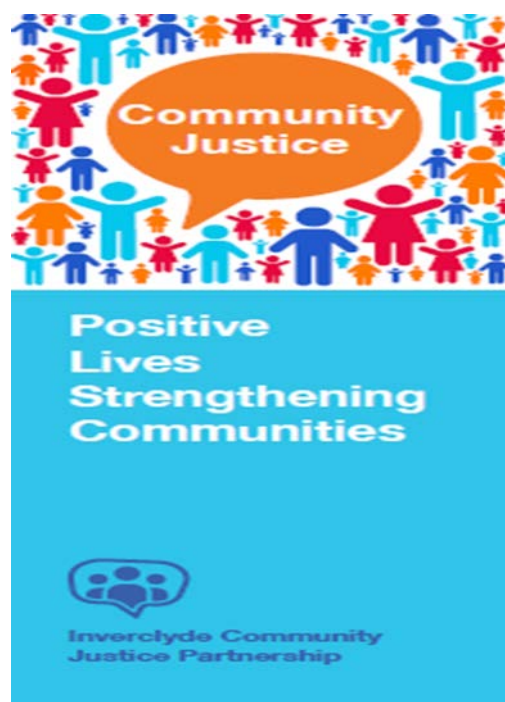
6.0 CONSULTATION

6.1 This report has been prepared by the Chief Officer, Inverclyde Health and Social Care Partnership (HSCP) after due consultation with statutory and third sector partners and people with lived experience of the criminal justice system and local communities engagement.

7.0 LIST OF BACKGROUND PAPERS

7.1 Inverclyde Community Justice Partnership Annual Report 2019-2020.

Inverclyde Community Justice Partnership Annual Report 2019 / 2020



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

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعة 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 taip ma tha sibh ga iarraidh.

Hindi

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

Mandarin

本文件也可應要求，製作成其它語文或特大字體版本，也可製作成錄音帶。

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 ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ 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

As Chair of Inverclyde Community Justice Partnership I commend the Inverclyde Community Justice Partnership Annual Report for 2019 / 2020. We recognise this partnership is still at the early stages of development and yet over the past year there is considerable evidence of effective partnership working.

This report highlights key developments and achievements that demonstrate ways in which partners can deliver positive outcomes together to address very complex issues. There are examples of innovation and collaborative leadership as well as striving to learn and improve.

This is a journey with a clear direction and while we reflect on our achievements, we also indicate the next steps we will take in realising our vision of “Improving Lives, Strengthening Communities”.

Sharon McAlees

Chair of Inverclyde Community Justice Partnership

Head of Children and Justice Services

Inverclyde HSCP

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 20017 and includes the following partners:



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



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>.

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.

3. What Did We Achieve?

This section highlights key achievements of the Inverclyde Community Justice Partnership during 2019 / 2020.

a. Strengthening Partnership

The Community Justice Partnership meets every eight weeks. Each meeting has a particular topic as part of the agenda where time is given to considering that topic. This provides an opportunity to develop a shared understanding of a topic, and agree any actions to be taken both as a collective partnership as well as each individual partner organisation. Topics this year have included:

- A presentation of findings and recommendations following a Short Life Working Group on the Sexual Health Needs of Women Involved in the Justice System.
- A presentation of key findings from the Community Justice Partnership Strategic Needs Assessment.
- A presentation of findings relating to Drug Related Deaths.
- A presentation of key findings following the local Hard Edges event and subsequent focus groups.
- A presentation outlining our current model of Voluntary Throughcare and key statistics underpinning the proposed new model of delivery.



b. Effective Interventions

The Care Inspectorate provides scrutiny and assurance of Justice Services and an inspection process started in Inverclyde on 1st May 2019, concluding with the publication of their findings in December 2019. Key parts of the inspection included:

- Justice Services submitting a comprehensive self-evaluation.
- Ninety Justice Service's files being read by Inspectors.
- Speaking to forty people subject to a Community Payback Order.
- In addition, the Care Inspectorate undertook focus groups and interviews with key members of staff, partner agencies, stakeholders, senior managers and elected members with responsibility for Justice Services.

The score for each indicator is outlined below and to date, Inverclyde has achieved the highest rankings in Scotland.

Quality Indicator	Inverclyde
1. Improving the life chances and outcomes for people subject to a community payback order.	Very Good
2. Impact on people who have committed offences.	Very Good
3. Assessing and responding to risk and need.	Good
4. Planning and providing effective intervention.	Good
5. Leadership of improvement and change.	Very Good

The Care Inspectorate noted that a range of positive outcomes had been achieved by individuals including:

- Access to stable accommodation;
- Improved stability around alcohol and drug use;
- Access to further education and learning opportunities;
- Increased ability to manage finances;
- Better family relationships;
- Increased structure and purpose in their life;
- Addressing offending behaviour

Of particular strength, the service is proactive in responding to the poverty, disadvantage and needs profile of individuals by providing person-centred services that adopt a public health model.

The Inspectors commented that the community justice agenda was embedded in Justice Services practice.

Individuals subject to community payback orders experienced positive relationships with staff that were characterised by respect, support and appropriate challenge. Staff were found to be honest, straightforward, trustworthy and reliable.

There was a strong culture of co-production within justice services in improving and reshaping of services.

A recurring theme throughout the report is the aspirational leadership at all levels within the HSCP and the council in challenging traditional ways of delivering justice services and moving towards adopting a public health model which is underpinned by a determination to address the impact of poverty, deprivation and disadvantage. This was noted to have a significant impact on the capacity of staff to develop strong supportive relationships with services users that were pivotal in contributing in many cases to changing patterns of offending and improving lives.



c. Early Intervention

Lankelly Chase commissioned a report, Hard Edges Scotland, and this was published in July 2019. Inverclyde was successful in securing funding to hold a local event to consider the findings of this research.

A standout finding across all six case study areas included as part of the report was the extent to which the criminal justice system was used as the last resort 'safety net' for people facing severe and multiple disadvantages (SMD) whom other services routinely failed to provide with the help they desperately needed.

In the absence of a court order, local authority statutory homelessness services were the next most likely service to 'lead' on SMD cases, but this presented a host of issues.

The clear routes into SMD appeared to be driven by poverty, violence and trauma. Most people interviewed had had difficult early lives involving a range of 'adverse childhood experiences' (ACEs), including physical and/or sexual abuse, disrupted schooling and, in some cases, local authority care.

The people with lived experience interviewed as part of the Hard Edges Scotland Report were very clear on what made for helpful services from their point of view: the provision of emotional as well as practical support, and 'personalised' support tailored to their specific needs.

The link to the Hard Edges Scotland Report is below:

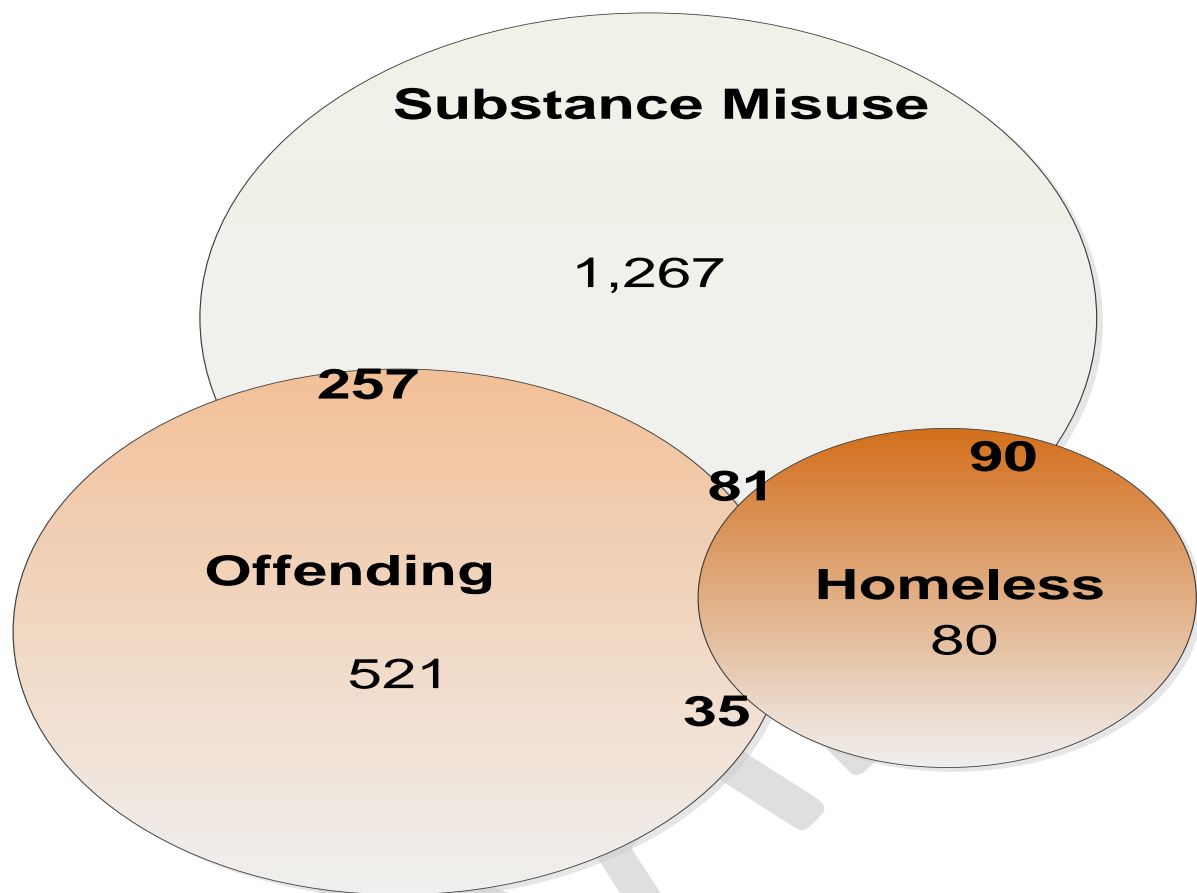
<https://lankellychase.org.uk/resources/publications/hard-edges-scotland/>

A multi-agency local event was held on 22nd October with 80 attendees from a wide range of services. Community Justice Partners were involved in developing the programme for the event. This included someone talking about their story and lived experience. There were four conversation cafes, each facilitated by a different Community Justice partner:

1. Poverty and Severe and Multiple Disadvantages
2. Trauma and Severe and Multiple Disadvantages
3. Prevention and Early Help
4. Working Together

The Hard Edges Scotland report provided a breakdown of SMD's in Inverclyde as outlined below:

Three Disadvantages – Inverclyde Picture



The discussions highlighted from the conversation cafes suggested three follow-up actions:

1. Hold a specific event for people with lived experience and front-line staff with the aim of reducing stigma and sharing a common language of compassion and kindness.
2. Recognising a whole community response is required that includes all of the local assets in our communities.
3. Develop a more joined up approach that is person-centred with the range of partners offering support working more closely together.

Two focus groups were held in January that included both operational staff and people with lived experience of SMD's. Their depiction of SMD's is below:



The vision of a whole community response is illustrated below:



The Resilience Network was launched in February 2020.

In addition, regular interface meetings are now held between Justice Services, Alcohol and Drug Recovery Services, Homelessness and Mental Health Services.

The HSCP has also agreed to fund a test of change, in the development of two new Care Navigator posts. Homelessness will host these posts but they will target people who are experiencing severe and multiple disadvantages.

d. Women Involved in the Justice System

Following our 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 following progress was made:

The Steering Group for the Women's Project prepared a Delivery Plan and developed job descriptions for the project team. This includes a Project Manager, Community Worker and Data Analyst. It was also agreed that the HSCP would host the Project Manager and Data Analyst posts and that Turning Point Scotland would host the Community Work post.

Several partners were part of the recruitment process and women with lived experience of the justice system were also involved in interviewing both the Project Manager and Community Worker.

Since coming into post the project team have:

- Completed a literature review.
- Developed plans for a cost benefit analysis.
- Developed a Co-Production Plan
- Developed a Communication and Engagement Plan



e. Domestic Abuse

The delivery of the Up2U programme is a joint Justice Services and Children's Services initiative with staff from both being jointly trained. Some aspects of the programme may be delivered on a group work basis. This is a cognitive behavioural programme aimed at behaviour change. The programme can range between 6 and 40 sessions and targets individuals who use domestically abusive behaviours in their intimate partner relationships. Support to victims will also be available through the programme.

As a precursor to the introduction of the Up2U: Creating Healthy Relationships programme, 44 staff were trained in Version 3 of SARA (Spousal Assault Risk Assessment). This is the main risk assessment tool used in planning the appropriate programme pathway for each service user.

Following a two day planning session between the Up2U provider and Inverclyde HSCP managers in August 2019; dates were agreed to progress with the 8 day training programme:

- 12 staff completed this training over a two week period in October and November 2019.
- 12 staff completed this training in January / February 2020.
- Treatment Manager training was completed on 4th March 2020

Now that staff are trained, the implementation of the programme can commence.



4. Going Forward

There is strong evidence of how we have listened to people with living experience of the justice system and held people at the centre of what we do. We are now approaching the final stage of our five year plan, the Inverclyde Community Justice Outcomes Improvement Plan 2017-2022. During this time the community justice agenda is well embedded into both practice and in strategic planning.

In going forward we will finalise the implementation stage of key developments highlighted in this report. At the same time, we will focus on aspects that still need further development including on community engagement; developing a performance framework and a quality assurance framework.

We have built a momentum that we will strive to drive forward in continual learning, improvement and demonstrating innovation.

Community Justice Scotland
Ceartas Coimhearsnachd Alba

April 2020

Community Justice Outcome Activity Across Scotland
Local Area Annual Return Template and Guidance
2019-20

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 Outcomes, Performance and 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 and priorities and the plans and 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.

Community Justice Scotland is committed to working in partnership with community justice partners and have 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 only be specifically identified with their consent. 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 and 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, please refer to the template completion guidance which was issued alongside this reporting template. The text (in blue) will outline what is expected in terms of reporting.

It would be helpful if responses in each of the “evidence and data” boxes within section 4 of the template (“performance reporting”) is held to a maximum of 300 words per indicator to ensure the main points are captured. This 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.

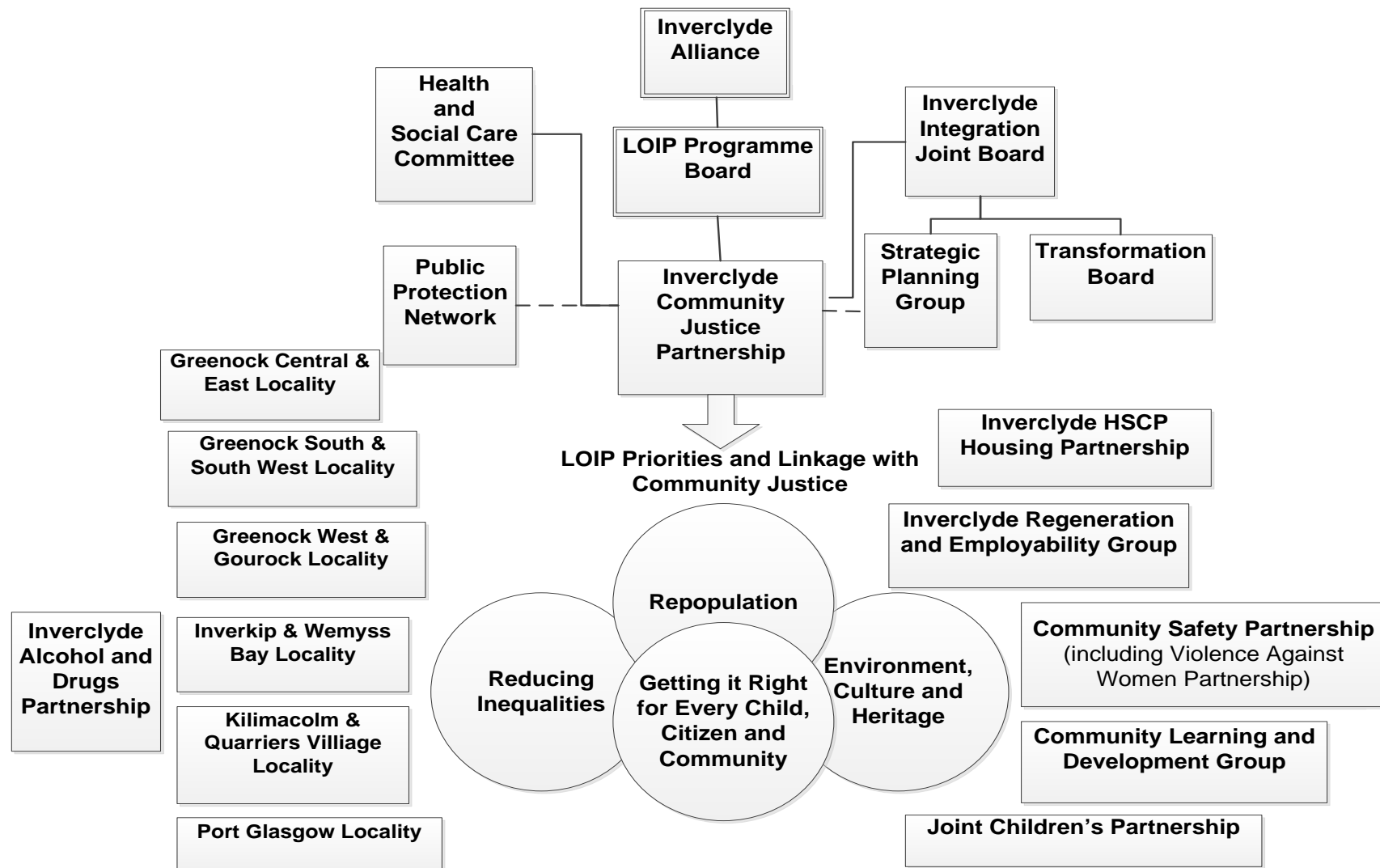
This is the third iteration of the template and guidance.

4. Template Completion

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 :
.....

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 strategic landscape is outlined in the diagram below. The Inverclyde Community Justice Partnership is an active participant to various strategic partnerships that sit beneath each of the three LOIP priorities. This includes the ADP, Community Safety Partnership and Violence Against Women Partnership, Regeneration and Employability Group and the Community Learning and Development Group. In addition, there are strong links with the Public Protection Network, Inverclyde HSCP Housing Partnership, MAPPA, Adult Protection and Child Protection.</p> <p>The Locality Partnerships are in various stages of development and Inverclyde Community Justice Partnership is well placed to cultivate links with these in due course.</p>



4. Performance Reporting – National Outcomes

NATIONAL OUTCOME ONE

Communities improve their understanding and participation in community justice

Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Activities carried out to engage with 'communities' as well as other relevant constituencies	There was extensive engagement with local communities and relevant constituencies as part of the development of the Inverclyde HSCP Strategic Plan 2019-2024. Through this process six "big actions" were identified including Big Action 3 "Together we will protect our population".	The Chair of Inverclyde Community Justice Partnership is the sponsor for Big action 3 and regular updates are provided to the Inverclyde Integrated Joint Board. Evidence of impact measurement will be undertaken during the lifetime of the Strategic Plan.
Consultation with communities as part of community justice planning and service provision	Following the publication of the Hard Edges Scotland Report, an Inverclyde event was held with a further two follow-up focus groups. In addition, a deep dive of HSCP data from Justice Services, Homelessness and Alcohol and Drug Recovery Services (ADRS) was undertaken.	Reports outlining key findings from both the consultation and data were presented to the Inverclyde Alliance and Inverclyde Integrated Joint Board and using this evidence base, funding was approved for two Care Navigator posts to support people experiencing severe and multiple disadvantages. Regular intra-agency meetings are also now held across Justice Services, Homelessness, ADRS and Mental Health to support local planning and service provision.
Participation in community justice, such as co-production and joint delivery	<p>We have co-produced our Participation Strategy with people who have lived experience in the justice system.</p> <p>Women who have lived experience were part of the recruitment process for both the Project Manager and Community Worker posts in our Women's Project.</p> <p>We have learned from experience of co-production from other areas across Scotland and approaches to this.</p>	<p>Our Participation Strategy, in being co-produced, is a much richer and relevant document that sets out our approach in going forward.</p> <p>The Project Manager and Community Worker were appointed as part of the Women's Project team. Involvement of women who have lived experience of the justice system was critical in this process and their involvement brought considerable learning in how we can develop our future recruitment processes.</p> <p>We have brought this learning back to an informal "go to" group of people who are currently involved in the justice system in various settings, to check out and test approaches. This has included, for example, checking out projects using song-writing, poems and letter writing with a view to trying these locally.</p>

	<p>At each stage of our focus on Hard Edges and understanding the experience of people of severe and multiple disadvantages, we have “sense checked” our findings and analysis with people.</p> <p>We have expanded and evolved our Community Justice Network to a Resilience Network. CVS Inverclyde is leading on this development.</p>	<p>This continual “sense checking” has informed our commitment to fund a test of change with the creation of two Care Navigator posts and to offer support in a different more targeted way.</p> <p>We have brought our learning from various strands including our Community Justice Network, learning from our Resilience Project and our focus on Hard Edges together and again “sense checked” our findings with people about the development of a Resilience Network.</p>
Level of community awareness of / satisfaction with work undertaken as part of a CPO	We continue to use the HSCP and Inverclyde Council twitter to highlight various projects in our communities that our Unpaid Work Service have supported. These are also reported in our CPO Annual Report.	<p>We collate feedback from recipients of Unpaid Work. This indicates that people are very satisfied with the work carried out, the attitude and politeness of people undertaking the work and that they would be very likely to use this support again.</p> <p>As part of our continual improvement cycle for Unpaid Work, we will review Our feedback mechanism.</p> <p>We would like to expand our offer of personal placements as part of Unpaid Work and develop a new delivery model around this.</p>
Evidence from questions to be used in local surveys / citizens’ panels and so on	We developed a question set in 2016 and repeated the question set relating to community justice with the Citizen Panel in November 2018. The report of findings was reported to the Community Justice Partnership in July 2019.	A report of findings, analysis and recommendations was made to the Inverclyde Community Justice Partnership and to the Inverclyde Alliance (the Community Planning Partnership). This highlighted the need to focus on community participation. It was agreed to link this in with the development of new locality partnerships particularly in relation to Big Action 3 “Together we will protect our population”.
Perceptions of the local crime data	<p>This is included in our Strategic Needs Assessment as well as the Community Safety Strategic Needs Assessment and the HSCP Strategic Needs Assessment.</p> <p>A joint initiative “Improving Inverclyde” is being led by the Community Safety Partnership whereby using local data, particular focus is being given to Lower Port Glasgow. The Violence Reduction Unit commissioned extensive consultation within that area.</p>	<p>Findings from this have informed conversation events in localities.</p> <p>Following the publication of findings from the community consultation on Improving Lives, the Violence Reduction Unit are working alongside key partners and people in the community to develop a resilient community approach.</p>
Other information relevant to National Outcome One		
<p>A key theme over the past year is around the “ripple effect of crime” in our communities and using evidence and conversations with people who have direct experience to be able to see the very warp and weft strands. For example, Inverclyde experiences a significant level of targeted acts of violence where the perpetrator and victim know each other. In many instances such incidents may arise in the vicinity of a residence and alcohol and / drugs may also be involved. Having this understanding enables us to deliver appropriate interventions.</p>		

A further focus from feedback findings is that a number of people who are caught up in the “revolving door” of offending also experience severe and multiple disadvantages and do not feel part of their community. This has been a critical insight in our response to Hard Edges and our focus on building resilience that encompasses community assets and a public health approach without the need to access support via a “justice” entry point.

NATIONAL OUTCOME TWO

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

Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
<p>Services are planned for and delivered in a strategic and collaborative way</p>	<p>A key aim of the Resilience Network is to provide a space to sow the seeds of collaboration with third sector and community organisations, strengthening our local community assets.</p> <p>While we have been unsuccessful in securing continual funding for the Resilience Project, a joint employability project; it did provide valuable learning.</p> <p>Following the successful bid to the Early Action System Change Fund in the category for Women and Criminal Justice; we established a Steering Group involving key partners. The Steering Group developed a Delivery Plan and it was also agreed that Turning Point Scotland would host the Community Worker post. Several partners were involved in the recruitment process of the Project Team.</p> <p>Regular feedback received from people involved in the justice system identified the need to focus on developing a local model of voluntary throughcare.</p>	<p>We have launched the Resilience Network and have established an online channel using the Slack platform. To date 38 organisations have joined the Network.</p> <p>This pilot project provided a real learning opportunity. There were three different strands to the project; firstly delivering multi-agency training around employability of people involved in the justice system; secondly to deliver multi-agency training on addressing stigma and thirdly, testing out the use of the resilience doughnut in an employability project. Learning from this has informed using the resilience doughnut as a strength based tool, with a view to adopt a common strength based language in the Resilience Network. There was also valuable learning about the commissioning and tendering process.</p> <p>In the first year the Project Team have:</p> <ul style="list-style-type: none"> • Prepared a literature review. • Developed a Cost Benefit Analysis framework. • Developed a Co-Production Plan • Developed a Communication and Engagement Plan • Progressed a Data Profile <p>Listening to people's experience of how difficult it is leaving custody and returning to their community while also considering the evidence of data. The latter not only included voluntary throughcare numbers as we were of the view these presented a skewed picture</p>

		<p>of voluntary throughcare. The Local Authority trend figures remain low, however, the number of people eligible for this support was considerably higher. It was unclear how many people were receiving support from the national PSP's and local supports or whether people were choosing not to request support. Inverclyde Council signed a Data Sharing Agreement with the Scottish Prison Service to enable the sharing of information about people leaving custody. This has enabled us to adopt a pro-active in-reach model of voluntary throughcare and directly make contact with people to plan supports prior to them leaving custody.</p>
Partners have leveraged resources for community justice	<p>As outlined elsewhere, a key focus of learning this year relates to Hard Edges and the impact of poverty, trauma and violence on people who also experience severe and multiple disadvantages.</p> <p>There have been initial discussions with Police Scotland and the Custody Division to explore the development of a local hub for early intervention at Greenock Police Station.</p> <p>Justice Services funded Up2U training that was delivered to both Justice Services and Children's Services staff.</p> <p>NHS GG&C funded an initial scoping for a health needs assessment of people on community orders.</p>	<p>Using our learning and evidence base from our data, the Inverclyde Integrated Joint Board approved funding of two Care Navigator posts. These will be based in the Homelessness Service but will support people experiencing severe and multiple disadvantages. Data estimates that there are 80 people in Inverclyde who are currently involved in Homelessness, Justice and ADRS services.</p> <p>Partners have brought together data to help us have a better understanding of the needs of people who are held in police custody. Police Scotland have offered office accommodation and internet access.</p> <p>We have had early discussions to develop a whole system early intervention approach that would include support from the point of arrest, arrest referral, bail supervision, diversion and structured deferred sentence. This has the potential to make best use of local resources, including offering staff time to build supportive relationships with people at these transition points in the justice system.</p> <p>Staff are now trained and ready to deliver the Up2U programme as a joint venture.</p> <p>NHS GG&C have subsequently agreed to commission a piece of research focusing on the health needs of people on community orders.</p>
Development of community justice workforce to work	Domestic abuse is one of our local priorities and following a data mapping exercise, it was agreed to commission training for social work staff to deliver a programme. Funding was secured jointly	Up2U is a domestic abuse programme that will jointly be delivered by social work staff in Children's Services and Justice Services. All staff have now received SARA training (as a prerequisite of the

<p>effectively across organisational/professional/geographical boundaries</p>	<p>from Justice Services and Children's Services and Portsmouth Council (Up2U) were successful in securing the tender.</p> <p>Following the publication of the Hard Edges Scotland report, we were successful in securing funding for local events.</p> <p>Regular interface meetings are held involving Team Leaders and Service Managers of Justice Services, ADRS, Homelessness Services and Mental Health Services.</p>	<p>Up2U training) and the Up2U training on delivering this programme. Our approach and targeting for programme delivery exemplifies our commitment to early intervention in being able to offer this support to people who have not been mandated to attend as part of a Court Order as well as to those who have.</p> <p>We held an Inverclyde Hard Edges event where 80 staff from a wide range of organisations attended. Partners from the Community Justice Partnership facilitated workshops at this event. Following feedback from this event, a further two focus groups were held for more in depth discussion. CVS Inverclyde and Snook facilitated the focus groups and produced a report of findings. Representatives from the Inverclyde Community Justice Partnership presented findings from the Inverclyde Hard Edges events at a national Hard Edges Scotland event held in Stirling.</p> <p>These meeting have improved understanding of each other's roles and responsibilities, while also improving operational pathways. There is closer working together and identifying shared outcomes.</p>
<p>Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of MAPPA</p>	<p>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>The work of the MAPPA Operational Group is progressed through two standing sub-groups; one relating to Quality Assurance and the other to Training. In addition, Short Life Working Groups (SLWG) may focus on particular issues.</p>	<p>Details of progress is detailed in the North Strathclyde MAPPA Annual Report. A summary of activity includes:</p> <ul style="list-style-type: none"> • Four SLWG's convened during 2019 / 2020 and produced Elected Members Guidance; a new Case File Audit Tool and tools to support and track the delivery of the MAPPA Business Plan. • Undertaking case file audits and other quality assurance processes. • Delivering 21 Awareness Raising training events to a wide range of partners.

Other information relevant to National Outcome Two

Community Justice Scotland has been developing a Commissioning Framework and the Community Justice Lead has actively supported this workstream at every stage. In turn, following the development of our first Community Justice Strategic Needs Assessment, Community Justice Scotland provided helpful support in how we can use data effectively in understanding a complex landscape.

The Community Justice Lead was also successful in being invited to part of the “Making the Change” programme. This was a year-long action learning programme that brought together twelve leaders from across the community justice sector. It was a joint venture sponsored by the Criminal Justice Voluntary Sector Forum and Community Justice Scotland and was designed to build capacity for local collaborative leadership and learning throughout community justice. The key themes of this programme explored:

- How best to adapt and respond to change;
- How effective collaborative leadership can help affect change in a complex system;
- Using evidence and data to inform decision-making; and
- Ensuring there is an underlying commitment to involve people and communities at every stage.

Learning from this programme culminated in a national event where the Community Justice Lead facilitated workshops. A final report was published and disseminated. In addition, as this was an action learning programme, the Community Justice Lead was able to test and apply learning locally.

NATIONAL OUTCOME THREE

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

Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Partners have identified and are overcoming structural barriers for people accessing services	<p>As well as learning from our analysis in the Community Justice Partnership Strategic Needs Assessment; a pivotal piece of learning arose from the Hard Edges Scotland Report. The Community Justice Partnership was successful in receiving funding to hold local events. Key partners led conversation cafes on:</p> <ul style="list-style-type: none"> • Poverty and severe and multiple disadvantages. • Trauma and severe and multiple disadvantages. • Prevention and Early Help. • Working Together. <p>A further two focus groups were held alongside a deep dive of data, applying learning from methodology used in the Hard Edges Scotland report.</p> <p>NHS GG&C Community Justice Regional Group have identified a need to undertake a health needs assessment for people who are on a Community Order. This is a gap and to date has never been done.</p> <p>A NHS GG&C Employability and Recruitment Project has been established. The purpose of this is to explore the possibility of developing a network to support collaboration around employability. This will initially be led by Recruit with Conviction.</p>	<p>The culmination of learning from the focus on Hard Edges has been transformative. There has been a significant closer working together of services, at all levels. This has improved an understanding of each other's roles and responsibilities while also highlighting the shared outcomes. The evidence from the data and feedback also resulted in a major financial contribution of £100k from the HSCP Transformation Board to fund two Care Navigator posts that are designed to target people experiencing severe and multiple disadvantages.</p> <p>Commissioning Brief and agreement to proceed reached with partners. Steering group established. Commissioning due to take place March 2020.</p> <p>Widening Access Partnership Group established, first meeting 20th Jan 2020. Group were asked to consider membership of this group which will be expanded to include, amongst others, DWP, SDS and Local Employability Leads were these are identified locally. Brief dissemination paper detailing purpose and aim of Partnership agreed with the group.</p> <p>NHS Strategic Group (primarily involving NHS HR) meeting in March 2020 stalled due to COVid19. Progress will be reinstated 2020/21 to finalise details of work programme of Recruitment Staff Training, Recruiting Manager Training and connect with development/expansion and work with Partnership group.</p> <p>One recommendation related to training being delivered to staff. Course content being developed by partners for pilot May/June 2020; overlaps with drug harm-reduction messaging and trauma-informed practice are being incorporated into training programme.</p> <p>Following the initial meeting, contacts have been made with local GG&C property services with a view to making links with our Unpaid Work Service to</p>

	<p>Recommendations were made by a Short Life Working Group considering the sexual health needs of women involved in the justice system.</p> <p>Continuing to develop trauma informed practice.</p> <p>It was agreed at the Sheriffdom meeting led by COPFS that it would be helpful if the NHS GG&C Community Justice Lead could provide training on mental health awareness to staff in COPFS.</p> <p>The Inverclyde Regeneration and Employability Group agreed to undertake a strategic needs assessment focusing on employability.</p>	<p>identify suitable projects that improve our local hospital and health centre grounds.</p> <p>Alongside The Anchor (NHSGG&C Psychological Trauma Service), suitable training packages being developed or identified for level 1&2 to offer variety/combination of online and face-to-face, quality assured training options open to staff in NHS/HSCPs & Partners.</p> <p>Additionally, exploring Training for Trainers developments that would enable organisations, agencies and services quality assured training packages to cascade to staff.</p> <p>Working with NES Funded NHSGG&C Training Coordinator Post (Level 3&4 Training) to scope out requirement for Criminal Justice Staff to receive level 3 and pathways to access this level of training.</p> <p>NHSGG&C partners worked in partnership with COPFS to deliver bespoke Mental Health Awareness Training to National Initial Case Processing Unit staff. Further bespoke training to Trial and Jury staff was planned for delivery but due to CoVid-19 restrictions had to be postponed.</p> <p>Skills Development Scotland supported this exercise alongside other partners. Data was mapped into geographic clusters for the purpose of being able to target key communities when arranging job fayres and other community events.</p>
Existence of joint-working arrangements such as processes / protocols to ensure access to services to address underlying needs	<p>Inverclyde Council and SPS have agreed and signed a Data Sharing Agreement. The purpose of sharing this information is to ensure people leaving custody are able to receive a multi-agency support package.</p> <p>We have subsequently developed a clear process map and monitoring mechanism.</p> <p>Work has been ongoing with the HSCP Housing Partnership and Homelessness service with regards to local implementation of the SHORE Standards.</p>	<p>The Data Sharing Agreement has strengthened joint working and enabled a more rapid response to meet the identified needs of people leaving custody. This links strongly to our focus on Hard Edges.</p> <p>We will be able to report the impact in next year's annual report.</p> <p>At a local level good progress has been made to implement the SHORE standards. While we have developed good working relationships with prison establishments within the GG&C area; we will aim to extend this good practice to other prison establishments.</p>

	Local support arrangements have been agreed for people leaving custody and returning to Inverclyde.						There is close liaison with a range of supports including from both statutory partners and third sector. This includes an offer from SFRS to undertake fire safety checks and CVS Community Link Workers supporting people to register with a GP. These offers have been circulated through the local Voluntary Throughcare Network and services have enquired further directly.							
Initiatives to facilitate access to services	We have established regular intra-agency meetings involving Justice Services; Homelessness; ADRS and Mental Health Services. We have extended our Community Justice Network to become a Resilience Network. This is a significant shift to enable easier access to supports without the need to come through a specific “justice” entry point. The Housing Partnership has prepared a Housing Contribution Statement and there has strong involvement with the development of the Rapid Rehousing Transition Plan.						These meetings have enabled a more joined-up approach and culture shift, with the primary focus on person-centred planning. By completing a mapping exercise of services / supports; it was highlighted that if considered through a tiered lens; there is a need to strengthen tier one level supports and entry points into these. The Resilience Network is one way of addressing this. The needs of people involved in the justice system have been highlighted as part of these developments.							
Speed of access to mental health services	Performance Measure - 90% of patients to commence psychological therapy based treatment within 18 weeks of referral, recognising that the data will include the whole community.						As indicated in previous Annual reports, this indicator is unhelpful It reflects whole population and does not include the wide range of mental health supports available.							
			Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
		Waiting <= 18 Weeks	85.2%	83.6%	82.3%	86.9%	83.6%	85.6%	73.9%	76.9%	62.1%	63.6%	66.7%	44.1%
							A Mental Health Programme Board has been established and is chaired by the Chief Officer of the HSCP. A key focus relates to Action 15 monies. The local plan includes funding: <ul style="list-style-type: none">• Distress Brief Interventions;• Cognitive Behavioural Therapy;• Mental Health support in police custody;• A Training Needs Analysis is being undertaken in relation to trauma.							
% of people released from a custodial sentence : a) registered with a GP b) have suitable accommodation	As indicated in previous Annual reports, currently there is no national or local mechanism for capturing this data.						Inverclyde Council and SPS have signed a Data Sharing Agreement that will enable local person-centred planning for people released from custody. We have agreed and implemented a new Voluntary Throughcare model that is being monitored by a Voluntary Throughcare Network, a sub-group of the Community Justice Partnership. In going forward as a result of these developments, we will be able to report on a range of performance measures and personal outcomes.							

c) have had a benefits eligibility check		
Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending	<p>Community Justice Scotland, in agreement with Judiciary; circulated a template for Community justice Partnerships to complete that details local area disposal information.</p> <p>Effective delivery of Community Payback Orders as a targeted intervention.</p>	<p>This template was completed and submitted to Community Justice Scotland. We were able to reflect local changes and improvements following the inspection of Justice Services. In addition, new Sheriffs have been appointed at Greenock Sheriff Court, so this information was helpful.</p> <p>Findings from the Care Inspectorate indicated:</p> <p>"Individuals told us they benefitted from quick access to services providing support to address alcohol, drug and mental health issues. They found these services to be effective with many highlighting increased stability in their lives. Individuals also benefitted from a wide range of supports including clothing grants, emergency fuel payments, educational and volunteering opportunities, housing advice and help to resolve childcare arrangements. Individuals valued the additional help and support provided by third sector agencies including Turning Point Scotland, Venture Trust and Shine mentoring services, which complemented the support provided by justice staff."</p>
Other information relevant to National Outcome Three		
<p>During 2019 / 2020 key presentations have been given at Inverclyde Community Justice Partnership meetings. Topics have included</p> <ul style="list-style-type: none"> • A presentation of findings and recommendations following a Short Life Working Group on the Sexual Health Needs of Women Involved in the Justice System. • A presentation of key findings from the Community Justice Partnership Strategic Needs Assessment. • A presentation of findings relating to Drug Related Deaths. • A presentation of key findings following the local Hard Edges event and subsequent focus groups. • A presentation outlining our current model of Voluntary Throughcare and key statistics underpinning the proposed new model of delivery. <p>Following each presentation partners would identify data / an action they could progress in their organisation. These discussions enabled a more collaborative approach to "wicked" issues that in their very complexity can only be considered in partnership. An example of this approach was following the presentation relating to Drug Related Deaths, partners indicated the following:</p> <ul style="list-style-type: none"> • At an executive level, the HSCP Chief Officer established a Task Group and presented findings to the Alliance Board (Community Planning Partnership). • The Community Justice Lead included data in the Strategic Needs Assessment and in presentations relating to Hard Edges and severe and multiple disadvantages. • NHS GG&C advised training has been agreed and this is being developed in partnership with the Scottish Drugs Forum. 		

- Justice Services are collating data relating to Serious Incident Reports.
- Skills Development Scotland are widening the range of partners they are working with and making better links.
- SPS are reviewing their Substance Misuse Policy.
- In terms of Primary Care, Community Link Workers have a key role and are building on their visibility within GP practices.

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NATIONAL OUTCOME FOUR Effective interventions are delivered to prevent and reduce the risk of further offending		
Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Use of 'other activities requirements' in CPOs	<p>The increase in other activity hours is reflective of the development of a rolling programme of six standalone sessions covering the following topics:</p> <ul style="list-style-type: none"> • Communication Skills • Basic Drug / Alcohol Awareness • Problem Solving • RTA Awareness • Basic Anger Management Awareness • Assertiveness / Self Confidence <p>Other activity hours were also credited for:</p> <ul style="list-style-type: none"> • Various college courses • Participation on the Resilience Project (employability project) • Health & Safety training • A programme of work undertaken as part of residential rehabilitation 	<p>The number of other activity hours carried out in 2019 / 2020 were 743. This is an increase of 53.83% from the previous year.</p> <p>Feedback from people participating in "other activity" indicates 95% have a better understanding of offending.</p> <p>Comments include:</p> <p>"I have not offended in three years."</p> <p>"Alcohol reduced and more aware of situations."</p> <p>"I have changed my ways, thanks with the help I have had. It has helped me to stop drinking completely."</p> <p>"Lifestyle changes are evident, no inclination to socialise with strangers or non-family members. Education and training now a priority."</p>
Effective risk management for public protection	<p>The HSCP has created a public protection hub within Hector McNeil House where lead officers for adult and child protection and MAPPA are co-located. This is further enhanced by a Public Protection Network chaired by the CSWO that brings the full range of lead officers across the spectrum of public protection to share and develop practice.</p> <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.</p>	<p>Following an inspection of Justice Services, the Care inspectorate noted:</p> <p>"Strong public protection arrangements were underpinned by multi-agency public protection arrangements and multi-agency risk assessment arrangement's and a public protection hub where lead officers for public protection were co-located.</p>

Quality of CPOs and DTTOs	Twenty one people who are on a CPO / DTTO in 2019 / 2020 completed a feedback survey on completion of their order. This includes feedback on the quality of their Order.	<p>Feedback indicated:</p> <ul style="list-style-type: none">• 90% indicated they felt informed and listened to by staff.• 95% indicated they had a good support network.• 95% indicated they have a better understanding of offending.• 95% indicated the Justice Services had a positive impact on behaviour. <p>Other comments include: “I work full time and appointments were arranged to accommodate this.” “My nominated officer was consistent, supportive, non-judgemental. Other staff who I had contact with were also exemplary in their roles. I feel I have benefited in a number of ways from the support provided by staff.”</p>																																			
Reduced use of custodial sentences and remand : a) Balance between community sentences relative to short custodial sentences under one year b) Proportion of people appearing from custody who are remanded		<p>*Shift in Balance of Community v's Custodial Sentence:</p> <table><tr><td></td><td>2015 / 2016</td><td>2016 / 2017</td><td>2017 / 2018</td><td>2018/19</td></tr><tr><td>Community Overall:</td><td>83.63%</td><td>85.27%</td><td>85.12%</td><td>81.89%</td></tr><tr><td>Community Males:</td><td>81.06%</td><td>83.33%</td><td>82.98%</td><td>80.94%</td></tr><tr><td>Community Females:</td><td>96.82%</td><td>94.74%</td><td>95.77%</td><td>86.96%</td></tr><tr><td>Custody Overall:</td><td>16.37%</td><td>14.73%</td><td>14.88%</td><td>18.11%</td></tr><tr><td>Custody Males:</td><td>18.94%</td><td>16.67%</td><td>17.02%</td><td>19.06%</td></tr><tr><td>Custody Females:</td><td>3.18% (5)</td><td>5.26% (13)</td><td>4.23% (8)</td><td>13.04% (15)</td></tr></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.</p>		2015 / 2016	2016 / 2017	2017 / 2018	2018/19	Community Overall:	83.63%	85.27%	85.12%	81.89%	Community Males:	81.06%	83.33%	82.98%	80.94%	Community Females:	96.82%	94.74%	95.77%	86.96%	Custody Overall:	16.37%	14.73%	14.88%	18.11%	Custody Males:	18.94%	16.67%	17.02%	19.06%	Custody Females:	3.18% (5)	5.26% (13)	4.23% (8)	13.04% (15)
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		<div>Balance between community sentence relative to short custodial sentences under one year:</div> <table><tr><td></td><td>2015/16</td><td>2016/17</td><td>2017/18</td><td>2018/19</td></tr><tr><td>*Community Sentences</td><td>207</td><td>214</td><td>156</td><td>167</td></tr><tr><td>Custodial Sentences <1year</td><td>104</td><td>110</td><td>120</td><td>93</td></tr></table> <div>*This only includes those categorised as “community sentence” in the Criminal Proceedings in Scotland experimental data publication.</div> <table><tr><td></td><td>2015/16</td><td>2016/17</td><td>2017/18</td><td>2018/19</td><td>2019/20</td></tr><tr><td>Average Number of People on Remand per Month</td><td>25.25</td><td>30.8</td><td>30.8</td><td>34.5</td><td>33.58</td></tr></table> <div>*The above information has been extracted from the monthly SPS statistical report.</div>		2015/16	2016/17	2017/18	2018/19	*Community Sentences	207	214	156	167	Custodial Sentences <1year	104	110	120	93		2015/16	2016/17	2017/18	2018/19	2019/20	Average Number of People on Remand per Month	25.25	30.8	30.8	34.5	33.58
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The delivery of interventions targeted at problem drug nad alcohol use [NHS Local Delivery Plan (LDP) Standard]		<div>Alcohol Brief Interventions (ABI) During 2019 / 2020</div> <table><tr><td>Local Enhanced Service</td><td>72</td></tr><tr><td>Non Local Enhanced Service</td><td>3</td></tr><tr><td>Wider Settings</td><td>160</td></tr><tr><td>Total</td><td>235</td></tr></table> <div>We do not currently receive any information of the number of ABI’s in criminal justice healthcare settings. However, we hope to address this.</div> <div>The ADP and CJ Leads work closely together, including considering the development of meaningful performance measurements.</div> <div>The CJ Lead is a member of the Addiction Review Programme Board whereby a new service delivery model is being developed.</div>	Local Enhanced Service	72	Non Local Enhanced Service	3	Wider Settings	160	Total	235																			
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Number of Police Recorded Warnings, police diversion, fiscal measures, fiscal diversion, supervised bail, community sentences (including CPOs, DTTOs and RLOs)		Type of Intervention	2015/16	2016/17	2017/18	2018/19
		CPO	347	308	263	242
		DTTO	12	11	3	10
		Fiscal Fine	527	342	291	305
		Fiscal Fixed Penalty (COFP)	70	77	87	72
		Fiscal Combined Fine with Compensation	20	30	23	33
		Fiscal Compensation	4	4	8	6
		Fiscal Fixed Penalty (Pre-SJR)	-	-	-	-
		Anti-Social Behaviour Fixed Penalty Notice	413	262	47	42
		Police Formal Adult Warning	61	5	-	-
		Recorded Police Warning	40	156	315	488
		Fiscal Work Orders	1	20	6	11
		Statutory Throughcare (in community & custody)	84	113	111	121
		CJSW Voluntary Throughcare	11	13	3	1
		RLO Reports Requested	15	33	21	

		<table><tr><td>Diversion Referrals</td><td>32</td><td>35</td><td>38</td><td>51</td></tr><tr><td>Requests from Court for Bail Information</td><td>250</td><td>193</td><td>228</td><td>214</td></tr><tr><td colspan="5">The above statistical information has been extracted from the Criminal Proceedings in Scotland Experimental Data publication and the Criminal Justice Social Work statistical publication.</td></tr></table>	Diversion Referrals	32	35	38	51	Requests from Court for Bail Information	250	193	228	214	The above statistical information has been extracted from the Criminal Proceedings in Scotland Experimental Data publication and the Criminal Justice Social Work statistical publication.				
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Other information relevant to National Outcome Four																	
<p>Findings from the Community Justice Partnership Strategic Needs Assessment highlighted a need to focus on interventions at key transition points in going forward. This includes developments as part of an Early Intervention approach including arrest referral, diversion, bail supervision and structured deferred sentences. Another key transition point is at the end of an Order, whether community or custodial. We have developed a new model of Voluntary Throughcare and will continue to evaluate and improve this. We will also focus on the development of a new model of delivery of personal placements for people on Unpaid Work. While some of these developments have yet to be fully implemented, the learning from data and discussions outlining the next steps have taken place during 2019 / 2020.</p>																	

NATIONAL OUTCOME FIVE Life chances are improved through needs, including health, financial inclusion, housing and safety, being addressed		
Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Individuals have made progress against the outcome	<p>A new model of Voluntary Throughcare has been developed. This includes key partners as part of a local Voluntary Throughcare Network. This is also strongly linked to our findings from Hard Edges and subsequent funding of two Care Navigator posts.</p> <p>Findings from the Care Inspectorate are indicated in the opposite box.</p>	<p>A clear process map of referral pathway has been agreed and implemented. Early indications are positive and will be reported in the coming year.</p> <p>“A range of positive outcomes had been achieved for individuals, many of whom had achieved greater stability in accommodation and increased access to further education and learning opportunities. Individuals were able to demonstrate increased awareness of the issues that contributed to their offending alongside improved confidence in their ability to desist from further offending in the future.”</p>
Other information relevant to National Outcome Five		

NATIONAL OUTCOME SIX

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

Indicator

Evidence and Data (max 300 words per indicator)

Please describe the activity

Individuals have made progress against the outcome

The diagram below outlines the feedback we received as part of our focus on Hard Edges of people's experience.



Then describe the impact

Using the feedback from the Hard Edges event and focus groups has formed the basis of the development of Resilience Network as outlined below. We have checked this out with people to ensure this is what people are looking for.

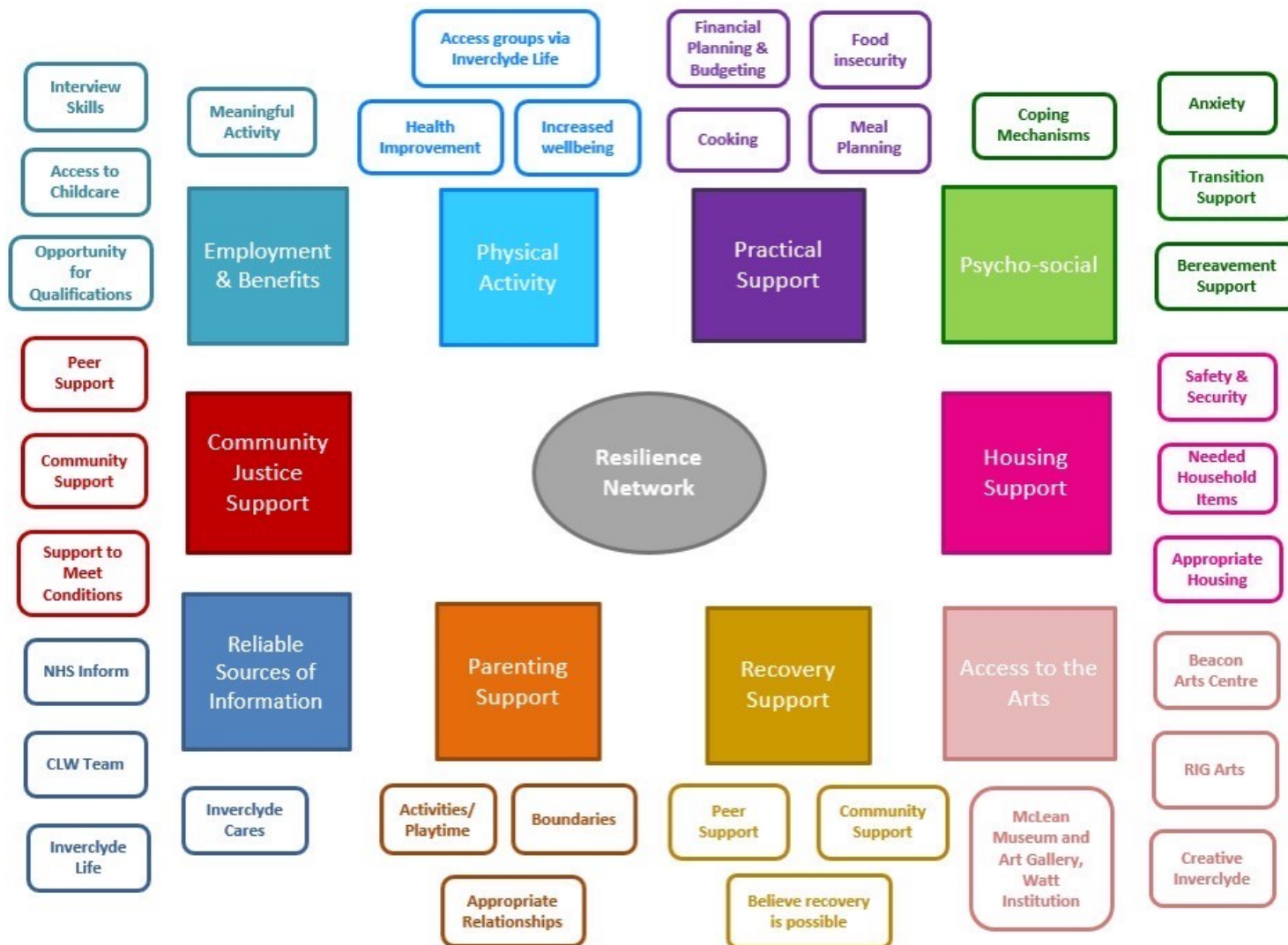


Other information relevant to National Outcome Six

NATIONAL OUTCOME SEVEN Individuals' resilience and capacity for change and self-management are enhanced		
Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact

Individuals have made progress against the outcome

Inverclyde Resilience Network – Areas of Impact



	The Resilience Network was launched in February 2020 and incorporates all of the above areas of impact. It is based on the resilience doughnut strength based tool.	
Other information relevant to National Outcome Seven		

DRAFT

5. Priority Areas of Focus

A key area of focus has been on transition planning, including prevention and early intervention and for when people complete an Order, whether community or custodial.

6. Case Studies

Lankelly Chase commissioned a report, Hard Edges Scotland, and this was published in July 2019. Inverclyde was successful in securing funding to hold a local event to consider the findings of this research.

A standout finding across all six case study areas included as part of the report was the extent to which the criminal justice system was used as the last resort 'safety net' for people facing severe and multiple disadvantages (SMD) whom other services routinely failed to provide with the help they desperately needed.

In the absence of a court order, local authority statutory homelessness services were the next most likely service to 'lead' on SMD cases, but this presented a host of issues.

The clear routes into SMD appeared to be driven by poverty, violence and trauma. Most people interviewed had had difficult early lives involving a range of 'adverse childhood experiences' (ACEs), including physical and/or sexual abuse, disrupted schooling and, in some cases, local authority care.

The people with lived experience interviewed as part of the Hard Edges Scotland Report were very clear on what made for helpful services from their point of view: the provision of emotional as well as practical support, and 'personalised' support tailored to their specific needs.

The link to the Hard Edges Scotland Report is below:

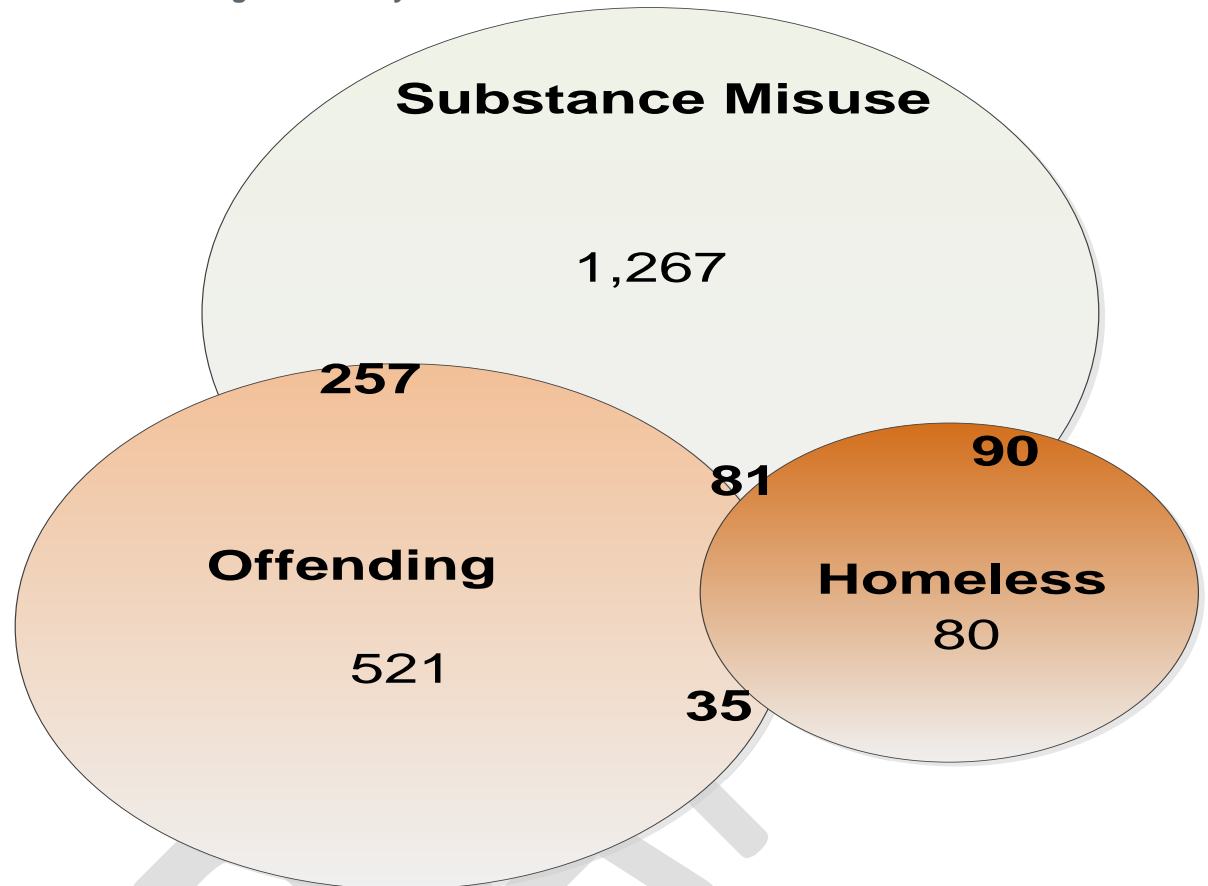
<https://lankellychase.org.uk/resources/publications/hard-edges-scotland/>

A multi-agency local event was held on 22nd October with 80 attendees from a wide range of services. Community Justice Partners were involved in developing the programme for the event. This included someone talking about their story and lived experience. There were four conversation cafes, each facilitated by a different Community Justice partner:

5. Poverty and Severe and Multiple Disadvantages
6. Trauma and Severe and Multiple Disadvantages
7. Prevention and Early Help
8. Working Together

The Hard Edges Scotland report provided a breakdown of SMD's in Inverclyde as outlined below:

Three Disadvantages – Inverclyde Picture



The discussions highlighted from the conversation cafes suggested three follow-up actions:

5. Hold a specific event for people with lived experience and front-line staff with the aim of reducing stigma and sharing a common language of compassion and kindness.
6. Recognising a whole community response is required that includes all of the local assets in our communities.
7. Develop a more joined up approach that is person-centred with the range of partners offering support working more closely together.

Two focus groups were held in January that included both operational staff and people with lived experience of SMD's. Their depiction of SMD's is below:

7. Challenges

While we have been undertaking a wide range of work and making good progress towards what we had originally set out in our Community Justice Outcomes Improvement Plan; we are continuing to build a collaborative model of partnership. One where all partners see their unique role towards meeting community justice outcomes. Partners are beginning to lead on workstreams and this is welcomed.

Community Justice, in all of its breadth, spans much of the strategic planning landscape. In an attempt to “being smarter with strategy” we have taken the decision, that the Community Justice Lead will also support the Alcohol and Drug Partnership. This will bring closer alignment of both of these strategic partnerships and has the potential to make a significant impact for people who are impacted by justice, drugs and alcohol.

8. Additional Information