

(Draft) Inverclyde Community Justice Outcomes Improvement Plan 2024. 'Community Matters'

Inverclyde Community Justice Partnership

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Joint Foreword

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Statutory requirements

This section outlines the statutory requirements for local community justice partners specifically in relation to the membership and the preparation, publication and review of a Community Justice Outcomes Improvement Plan (CJOIP). The [Community Justice \(Scotland\) Act 2016](#) (The Act) outlines those statutory requirements as follows:

Community justice partners (Section 13) and third sector bodies involved in community justice (Section 14)

The Act places responsibility for local planning and monitoring of community justice activities with a defined set of local community justice partners. The local community justice partners are local authorities, health boards, Police Scotland, the Scottish Fire and Rescue Service, Skills Development Scotland, Health & Social Care Integration joint boards, the Scottish Courts and Tribunals Service, and the Scottish Ministers (in practice the Scottish Prison Service and Crown Office and Procurator Fiscal Service). A duty is placed on these statutory partners to co-operate with each other and act jointly in carrying out planning and delivering activities and reporting progress in the local area.

A third sector body is involved in community justice if they provide a service to an individual with a view to eliminate or reduce further offending or have been convicted of an offence, sentenced to imprisonment and are preparing individuals for their release. Additionally the Act also provides involvement of the third sector if they represent the interests of individuals and other persons who may be affected by community justice locally.

Preparation of a Community Justice Outcomes Improvement Plan (CJOIP) (Section 19 and Section 20)

The community justice partners for the area of a local authority must publish a plan in relation to community justice for the area. The plan must set out the local response to the nationally determined outcomes, the indicators the partners intend to use to measure performance and the action the partners intend to take to achieve the outcomes.

CJOIP Participation Statement (Section 21)

The published CJOIP must include a participation statement on the action undertake to engage with a range of individuals, community groups, organisations and partners.

Review of CJOIP (Section 22)

The community justice partners for a local area must review the CJOIP to ensure that it is still applicable for the area. Partnerships are required to review a CJOIP when a new national strategy is published by the Scottish Government (published in 2022), when a new performance framework is also published by the Scottish Government (published in 2023), when a local outcomes improvement plan for the area is published (currently published in 2023) and from 'time to time'. On the final point, the Inverclyde CJOIP will be reviewed annually.

Reports on performance in relation to community justice outcomes (Section 23 and Section 27)

Following publication of the CJOIP, a Community Justice Partnership is required on an annual basis to report on performance. This annual report must consider the actions taken by the community justice partners (individually or jointly), the relevant indicators against each outcome for both the nationally determined outcomes and locally determined outcomes. The Partnership must also submit a report on performance to Community Justice Scotland (the national governing body).

(Draft) Inverclyde Community Justice Outcomes Improvement Plan 2024

Within Inverclyde, the CJOIP its associated documents and annual plan requirements will be submitted to Community Justice Scotland and published at www.inverclyde.go.uk/communityjustice

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Community justice and the national context

“Community justice is principally about organisations working together to ensure that people who have offended address the underlying causes of their behaviour and pay back to the community where appropriate. It aims to encourage rehabilitation, reduce reoffending, and protect the public, leading to fewer victims and safer communities”. (National Strategy for Community Justice 2022)

In 2022 the Scottish Government published [The Vision for Justice in Scotland](#) which has a priority action in shifting the balance between the use of custody and justice in the community.

“While there will always be a place for prison we must take a person-centred approach to rehabilitation where people are supported in the most appropriate and effective setting. We will shift the balance to ensure the role of custody will be reserved only when no alternative is appropriate, instead seeing a greater availability of justice options within our communities. In doing so we will ensure that public protection remains a priority and that people going through the criminal justice system have access to the support and rehabilitation they need. This will reduce crime and further offending, and make our communities safer, reducing the number of victims who suffer trauma and harm”. (The Vision for Justice in Scotland 2022)

The strategy also highlights priorities in ensuring justice services embed person centred and trauma informed practices to improve outcomes for individuals, focussing on prevention and early intervention.

A new [National Strategy for Community Justice](#) was published by the Scottish Government in June 2022 outlining four national aims and thirteen priority actions to drive forward the ambition set out in the Vision for Justice in Scotland. Community justice partners have a statutory duty to have regard to the strategy and to work collaboratively to improve community justice outcomes.

National Aim 1- Optimise the use of diversion and intervention at the earliest opportunity.

- Priority Actions:
 1. Enhance intervention at the earliest opportunity by ensuring greater consistency, confidence in and awareness of services which support the use of direct measures and diversion from prosecution.
 2. Improve the identification of underlying needs and the delivery of support following arrest by ensuring the provision of person-centred care within police custody and building upon referral opportunities to services including substance use and mental health services.

National Aim 2: Ensure that robust and high quality community interventions and public protection arrangements are consistently available across Scotland.

- Priority Actions:
 3. Support the use of robust alternatives to remand by ensuring high quality bail services are consistently available and delivered effectively.
 4. Strengthen options for safe and supported management in the community by increasing and widening the use of electronic monitoring technologies.

5. Ensure that those given community sentences are supervised and supported appropriately to protect the public, promote desistance from offending and enable rehabilitation by delivering high quality, consistently available, trauma-informed services and programmes.
6. Ensure restorative justice is available across Scotland to all those who wish to access it by promoting and supporting the appropriate and safe provision of available services.

National Aim 3: Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence.

- Priority Actions:
 7. Enhance individuals' access to health and social care and continuity of care following release from prison by improving the sharing of information and partnership-working between relevant partners.
 8. Ensure that the housing needs of individuals in prison are addressed consistently and at an early stage by fully implementing and embedding the Sustainable Housing on Release for Everyone (SHORE) standards across all local authority areas.
 9. Enhance individual's life skills and readiness for employment by ensuring increased access to employability support through effective education, learning, training, career services and relevant benefit services.
 10. Enhance community integration and support by increasing and promoting greater use of voluntary through care and third sector services.

National Aim 4: Strengthen the leadership, engagement, and partnership working of local and national community justice partners.

- Priority Actions:
 11. Deliver improved community justice outcomes by ensuring that effective leadership and governance arrangements are in place and working well, collaborating with partners and planning strategically.
 12. Enhance partnership planning and implementation by ensuring the voices of victims of crime, survivors, those with lived experience and their families are effectively incorporated and embedded.
 13. Support integration and reduce stigma by ensuring the community and workforce have an improved understanding of and confidence in community justice.

The Community Justice (Scotland) Act 2016 requires Scottish Ministers to publish a performance framework setting out nationally determined outcomes which are to be achieved in each local authority area. The [Community Justice Performance Framework](#) published in June 2023 outlines nine outcomes and ten national indicators which are to be used in measuring progress locally.

The community justice journey in Inverclyde

The Community Justice (Scotland) Act 2016 places a duty on a range of statutory partners to plan and decide how services are delivered locally. Within Inverclyde, the Inverclyde Community Justice Partnership oversees this activity and reports to a range of bodies at a local and national level. The Inverclyde Community Justice Partnership Board coordinates activity which is delivered by a range of groups.

Inverclyde Community Justice Partnership was created in 2015 initially to oversee the implementation of local arrangements covered in the legislation leading to the publication of the first Inverclyde Community Justice Outcomes Improvement Plan (CJOIP) in 2017. This plan was published for the period 2017-22 but subsequently extended to 2023 a combination of reasons including the COVID-19 pandemic and the Scottish Government's intention to produce a revised national strategy for community justice.

During the six years of the first Inverclyde CJOIP, partnership work included;

Hosted a monthly Inverclyde Community Justice Breakfast from February 2018 to bring together third sector and community organisations with an interest in community justice and strengthen relationships. This developed over the following years leading to the creation of the Resilience Network. This was a significant shift to enable easier access to supports across Inverclyde. The network, hosted by CVS Inverclyde, offers a space for cross-sectoral collaboration, knowledge exchange and partnership working to collectively support resilience in our community. There are almost 90 members from third sector organisations, public sector partners, local faith-based groups and education and has strong links with Inverclyde Alcohol and Drug Partnership, Inverclyde Cares and Inverclyde Community Justice Partnership. Together the members developed 13 Areas of Impact, which are closely aligned with the social determinates of health.

During 2017/18 Inverclyde HSCP with the support of Inverclyde Community Justice Partnership secured funding from the Big Lottery Early Action System Change fund under the category of women involved in the justice system. The Inverclyde HSCP Women's Project seeks to achieve a step change in the response to women in the criminal justice system. It aims 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. The project is funded until 2024 with a Project Evaluation Report due to be published during 2024/25.

The national '*Hard Edges Scotland*' report was published in 2019 with the aim of establishing a statistical profile of the extent and nature of severe and multiple disadvantage in Scotland. Following publication, an Inverclyde event held by the Community Justice Partnership in 2019 to sense check the national findings locally with over 80 partners in attendance and two further workshops for more focused discussion. Additionally, applying the national methodology locally the Partnership have continued to use this information to inform our Strategic Needs and Strengths Assessment.

The Partnership supported the successful completion of an Information Sharing Agreement with the Scottish Prison Service and Inverclyde HSCP in 2020 which continues to enable the effective and timeous sharing of information with key partners, particularly in respect of effective planning for release.

The COVID-19 pandemic which was present for the entirety of the 2020-21 reporting period and part of the 2021-22 reporting period had significant implications for the work of community justice

partners and the community justice partnership. Whilst this section will not go into great detail implications locally included;

- Delays to Court processes resulting in a significant backlog of criminal trials and, consequently, longer periods on remand for some. The unprecedented early release of prisoners requiring community justice partners to work quickly and creatively in order to ensure an effective offer of support was in place., Legislation was passed to extend all unpaid work orders and other activity requirements by 12 months and to reduce the hours required of some orders. This was intended to alleviate the pressure on Justice Social Work Services which were required to suspend unpaid work programmed during lockdown. Longer term social distancing and hygiene requirements both limited and fundamentally changed the way that this service is delivered.
- The extension of policing powers through COVID-19 legislation placed a significant demand on policing particularly dealing with unlawful gatherings.
- Partnership members spoke of having to adapt to the pandemic with agility and flexibility, particularly in supporting individuals who were more vulnerable or showing increasing complexity.
- Across the justice sector, partners spoke of staffing issues resulting from the loss of experienced and dedicated staff, as well as far fewer applicants to vacant posts.

The Community Justice Partnership concluded in December 2021 that the impact of the pandemic on progressing a range of improvement actions and confirmation of a new national strategy by the Scottish Government that the CJOIP would be extended by one further year (until 2023) and work would be undertaken to produce a new Inverclyde CJOIP during 2023/24.

Inverclyde Community Justice Partnership structure

The Inverclyde Community Justice Partnership Board oversees all partnership activity in Inverclyde and is responsible for the publication of the CJOIP, the publication of CJOIP annual reports and submission of documents to the Scottish Government, Community Justice Scotland and other bodies as requested. In order for the Community Justice Partnership to effectively respond to the priority aims and actions of the new CJOIP a review was carried out during 2022 and 2023 revising the Partnership membership and governance arrangements. The Community Justice Partnership Board is made up of the following partners:

- Inverclyde HSCP (representation from Children and Families and Justice Social Work, Mental Health, Alcohol and Drug Recovery and Homelessness services and Health Improvement services)
- Inverclyde Council (representation from Corporate Policy and Community Planning, Community Learning and Development, Community Safety and Resilience and Sport services)
- Police Scotland
- NHS Greater Glasgow & Clyde Health Board
- The Scottish Fire and Rescue Service
- Scottish Courts and Tribunal Services
- Crown Office and Procurator Fiscal Service
- Skills Development Scotland
- Turning Point Scotland
- Action for Children
- The Scottish Prison Service (Governor in charge HMP Greenock)
- CVS Inverclyde (representing the third sector interface in Inverclyde.
- Housing Providers or Local Housing Partnership (TBC in published draft)

Recognising the close strategic links there is also representation on the Partnership Board from the Inverclyde Alcohol and Drug Partnership and Inverclyde Community Safety Partnership.

Following a review of the Inverclyde Community Justice Partnership in 2022, a revised Memorandum of Understanding (will be linked and published on www.inverclyde.gov.uk) confirmed membership of the Inverclyde Community Justice Partnership Board and finalised a range of sub-groups:

Inverclyde Early Action System Change (Women in justice) Implementation Group

In 2019, Inverclyde HSCP was awarded external funding for an early action system change involving women in justice. The Implementation Group oversees progress in the two main aims: trauma informed services and engagement and co-production. In terms of governance, the Early Action System Change Project staff report directly to the Implementation Group who report to the Community Justice Partnership. Funding for the project concludes in 2024 and an expansive Project Evaluation Report will be published to include the learning from and outcomes of the Early Action System Change Project. It is anticipated that there will be shared learning for the Community Justice Partnership and will be considered as part of the future improvement action planning.

Unpaid Work Operations Group

The community justice partnership recognises the value of the unpaid work component of the Community Payback Order (CPO) and this sub-group was established to support and develop the operations of the service. An Unpaid Work Requirement of a CPO offers individuals to make reparation within their communities whilst learning new skills. Communities in Inverclyde benefit from unpaid work in numerous ways including numerous landscaping and gardening opportunities, creation and maintenance of food growing spaces, painting and decorating activities and ground clearances for community based activities. Feedback from both individuals subject to a CPO and from recipients of unpaid work services highlights that the provision of high quality, meaningful activities can be hugely impactful for both. With this in mind, the Unpaid Work Operations Group seeks to add value to the operational service offer by supporting to identify and access projects and opportunities and to identify areas of Inverclyde where unpaid work activity would be most beneficial.

Inverclyde 3rd Sector Community Justice Forum (also known as 3SCJF)

This group is a collaboration of third sector organisations based in Inverclyde who work with people with living or lived experience of the justice system.

Inverclyde Data, Evaluation and Performance Group

The role of this group has two distinct approaches. Firstly, following the publication of the Community Justice Performance Framework by the Scottish Government in 2023 which provides the statutory framework in which local community justice partnerships must report annually against the nationally determined outcomes. In order to ensure progress against the nationally determined outcomes, locally determined outcomes have been created which better reflects progress across the five aims in the CJOIP and highlights improvement action locally in Inverclyde. This work involves supporting the Partnership with performance information ensuring that the Partnership makes its statutory obligations. Secondly, the group supports wider improvement planning by evaluating a range of activity locally as well as overseeing the regular development of a SNSA ensuring that any emerging trends can be raised to the Partnership.

Youth Justice Group

Recently formed, the Youth Justice group is a tripartite group supported by Inverclyde Community Justice Partnership, Inverclyde Child Protection Committee and Inverclyde Community Safety Partnership. The group recognises that many individuals first experience of the justice system is as a child and aims to explore partnership working opportunities across Inverclyde with a view to identifying opportunities for early and effective intervention and support.

Criminal Justice Interventions Group

This group is created where a new justice policy requires wider partnership responses locally. The lead agency will report to the Inverclyde Community Justice Partnership Board of any future actions. At the time of CJOIP publication this was organised twice to support work on Bail Supervision and Diversion from Prosecution.

Inverclyde Alliance Board and Inverclyde Partnership Plan

Community Planning is a way of working that places the service users at the heart of better service delivery as public sector partners, the voluntary sector and the private sector work together more effectively and efficiently. It is a development process aimed at influencing how mainstream resources are used for joined up service delivery and improved outcomes for the whole community. The essence

of Community Planning is: “Partnership working between public agencies, the voluntary sector, the community, and businesses across an area, with a shared vision which is used to identify priorities to enhance service delivery for the sustained benefit and wellbeing of the community”. The Inverclyde Alliance is the Community Planning Partnership for Inverclyde.

The Community Empowerment (Scotland) Act 2015 placed a legal duty on community planning partners to demonstrate that they are making a significant difference to the lives of their residents through the planning and delivery of local outcomes and the involvement of community bodies at all stages of community planning. The Partnership Plan is that commitment by the Inverclyde Alliance to meet those statutory duties.

The [2023-33 Partnership Plan](#) for Inverclyde Alliance has a vision of Success For All – Getting It Right for Every Child, Citizen and Community and will focus on the themes of Empowered People, Working People, Healthy People and Places, A Supportive Place, and a Thriving Place.

With respect to community justice, our work supports theme 4 ‘*A supportive place*’ where identified outcomes are:

- Vulnerable adults and children are protected and supported, ensuring that they can live safely and independently,
- Partners recognise where people are affected by trauma, and respond in ways that prevent further harm and support recovery and;
- Public protection and community safety are improved through targeting our resources to reduce the risk of offending and harm.

The Community Justice Partnership Board reports annual progress of community justice activity to the Inverclyde Alliance Board.

Strategic Partnerships

Recognising the strength in partnerships the Community Justice Partnership across all settings have created relationships with a number of strategic partnerships and a range of other bodies both locally and regionally ensuring that we can share learning, avoid duplication and plan in partnership with those bodies. Locally the Community Justice Partnership is represented on the Inverclyde Alcohol Drug Partnership, Community Safety Partnership (including the Inverclyde Violence Against Women Multi Agency Partnership) and Inverclyde Local Housing Partnership. Regionally, the Partnership is also represented at the NHS Greater Glasgow & Clyde Community Justice and Health Improvement Group, North Strathclyde Sheriffdom Crown Office and Justice Forum.

CJOIP Participation Statement

THIS PARTICIPATION STATEMENT IS ONLY PARTIALLY COMPLETED IN THIS DRAFT VERSION

The Community Justice (Scotland) Act 2016 (Section 21) requires statutory partners involved in community justice to produce a participation statement detailing how they have involved third sector bodies and community bodies in community justice and the preparation of their Community Justice Outcomes Improvement Plan (CJOIP).

Inverclyde Community Justice Partnership Board want our CJOIP to reflect the justice issues affecting people in Inverclyde and want our improvement actions to be ambitious and collaborative. We are therefore committed to engaging with our communities, to empower them to contribute to our CJOIP and actions across the five priority areas. **In preparing the plan we carried out engagement activities which were attended by a number of our strategic partners and wider stakeholders, between January and March 2024. Our engagement activity included:**

(Content in red will be confirmed in the published draft).

A more detailed Participation Statement and Analysis of engagement activity will be published at www.inverclyde.gov.uk/community-justice

The community justice landscape in Inverclyde

Community justice is a complex landscape within which a range of national strategies and local plans crossover, interlink, and provide the basis for collaborative working across local and national partners and agencies.

In order to help the Inverclyde Community Justice Partnership better understand the issues that impact on community justice locally a Strategic Needs and Strengths Assessment (SNSA) was completed in 2022 that identified a number of justice issues. The development of a SNSA is a crucial step in the analysis and reporting of local priorities in Inverclyde and is the foundation on which we are able to understand the population's needs and the services and interventions that are in place locally. Our SNSA included a range of sources that are publicly available as well as using internal recording systems from local partners.

Our starting point was understanding the Inverclyde community through strategic documents such as the [Inverclyde Strategic Needs Assessment \(2022\)](#) published by the Inverclyde Alliance Board and [Inverclyde HSCP Strategic Needs Assessment \(2022\)](#) published by the Inverclyde HSCP as part of the HSCP Strategic Plan. Both of these documents highlight that in common with many areas of Scotland, the life circumstances and quality of life for residents is extremely mixed, with some areas of Inverclyde ranking amongst the most deprived in Scotland, and other areas lying at the opposite end. Those documents indicated that:

- The population of Inverclyde is 76,700 in 2021 and is projected to decrease 14.6% by 2043
- 16% of the population are under 16 compared with 17% nationally
- 62% of the population are working age (16-64) compared with 64% nationally
- 22% of residents are 65+ compared with 19% nationally
- 10% of residents are 75+ compared with 8% nationally
- By 2043 it's estimated the number of people 75+ years will have risen by 55%.

- 21 datazones (15% of the population) are in 5% of the most deprived areas in Scotland
- 51 datazones (43% of the population) are in 20% most deprived areas in Scotland
- According to the 2019 Scottish House Condition Survey 28% of people in Inverclyde are living in fuel poverty compared to 24% nationally

- Life expectancy – male is 75.2 compared with 77.1 nationally (2016-2018)
- Life expectancy – female is 79.6 compared with 81.1 nationally (2016-2018)
- The Inverclyde rate of alcohol related hospital stays (EASR per 100K population) fell from 1154 in 2015/16 to 804 in 2020/21 compared with a reduction across Scotland of 674 to 614
- The Inverclyde rate of drug related hospital stays (EASR per 100K population) fell from 409 in 2015/16 to 341 in 2020/21 compared with an increase across Scotland of 196 to 235
- The rate per 100K population of drug deaths per year in Inverclyde was 21 in 2021 compared to 24 in Scotland

The SNSA was developed during 2022 using data at local level and national level. At a local level, data has been sourced from a number of partners including Inverclyde HSCP and the Community Safety Partnership who undertook a similar exercise during the same time. Some of the local data is also published at a national level by the Scottish Government on an annual basis. In some instances, the partnership used internal information management sources giving the partnership a better understanding of the community justice issues locally.

At a national level the Scottish Government and Community Justice Scotland publish information either as the total amount or at a population level (for example per 10,000 of the population) allowing comparisons with other local authority areas.

The SNSA identified the following issues in Inverclyde.

- Nationally, whilst there has been decline across crimes and offences in Scotland, in Inverclyde there are crime and offences which have remained the same or have shown a small increase, this is particularly true of sexual crimes, crimes of violence and acquisitive crime (namely theft by shoplifting).
- The police custody suite at Greenock is one of the largest in Scotland with a throughput of over 4000 people in 2020-21. Analysis indicated that approximately one-fifth indicated they were dependent on drugs or other substances, one-third had advised they had ever attempted self-harm or suicide and nearly half had declared mental health problems or had ever received treatment for mental health problems. It is important to note that not all individuals entering the police custody suite at Greenock are from Inverclyde but account for between one-third and two-fifths.
- With respect to diversion from prosecution, across Scotland between 2019-20 and 2020-21, there was a 20% increase in assessments made whilst the Inverclyde figure for the same period saw a 10% increase. In the same period and with respect to diversion from prosecution cases commenced, there was an increase of 12% across Scotland but a 25% reduction in Inverclyde.
- Official labour market statistics indicate that the unemployment level in Inverclyde sits at around 3.5% for the period July 2021 to June 2022. Analysis of a population of individuals on

community based orders suggests a current unemployment level of 70%. This figure reduced to 60% for those individuals who reported being frequently unemployed.

- Additionally, official labour market statistics highlight that for the period January 2021 to December 2021 9.7% of the Inverclyde population indicate they left school with no qualifications. Analysis of a population of individuals on community based orders suggests a total of nearly 45% who reported leaving school with no qualifications.
- In Inverclyde there is a regular male remand population that mirrors the national picture; i.e. approximately one-third of the prison population is made up of individuals on remand at any given time. The female remand population is regularly in single figures but makes a significant proportion of our entire female prison population.
- For individuals on community based orders in Inverclyde, analysis indicates that over 75% live in the 20% most deprived areas of Inverclyde. By comparison, the Scottish Index of Multiple Deprivation (2020) indicates the number of data zones in the 20% most deprived has decreased by 8 from 32 to 24.
- During 2019/20 and 2020/21 Inverclyde Justice Social Work recorded an increase of people dying whilst on a Community Payback Order. The figure has reduced in the further 2021/22 and 2022/23 reporting years.
- The number of people leaving prison (from remand or from completing their sentence) accessing homelessness services on their liberation increased in 2020 due to prisoners released early under COVID-19 regulations but has reduced subsequently in following years. Since 2015/16 people leaving institutions i.e. prison/hospital/care appear within the top 3 reasons for homelessness locally.
- The use of prison features frequently for our justice population. Analysis by Scottish Prison Service on a per-head of population indicates that Inverclyde sits within the top seven local authorities in Scotland. With respect to short-term prison sentences of up to 4 years, a voluntary throughcare offer is available to individuals for up to one year after release and can provide advice, guidance and assistance. The take-up rate of voluntary throughcare cases in Scotland in 2021-22 was 1800, the second lowest in ten years, although up by 27% on the previous years. Within Inverclyde, an offer is made to all people suitable for voluntary throughcare although the take up of the offer is low.

Having identified a number of issues in our SNSA the Community Justice Partnership have made the following key points:

- There are a number of individuals in Inverclyde who have a range of complex needs such as offending, experiencing mental health issues, being at risk of or becoming homeless, substance use issues and access to benefits. There is a need to ensure effective partnerships at operational and strategic levels to better understand these issues particularly with respect to the justice population.
- Recognising issues around prevalence of both alcohol and drug use and the sadly the level of alcohol related and drug related deaths highlights the need for effective and partnership working between Inverclyde Community Justice Partnership and Inverclyde Alcohol and Drug Partnership.
- People from Inverclyde are overrepresented in the prison population. The male remand population during the SNSA development mirrored the Scottish remand population whilst the female remand population frequently sat above the Scottish average. The long term prison population (4 years or more including life) reflects both historical and ongoing community

safety issues around violence reduction. There is also a population of individuals who will frequently receive custodial sentences particularly short-term prison sentences.

- There is a regular demand on homelessness services from individuals across the justice system in Inverclyde particularly from individuals who are remanded to custody or for those being released from custody. There are additional demands on services for individuals subject to public protection arrangements and a need to find appropriate accommodation.
- Although cause of death is not recorded for those individuals who have died whilst on a Community Payback Order, analysis indicates the population of individuals subject to CPOs experience multiple complexities and vulnerabilities, with many having had current or recent involvement with other HSCP services
- Feedback from staff groups and females in the justice system locally, highlighted experiences of trauma are highly prevalent within women who have been involved in offending. More generally, there is growing evidence that Adverse Childhood Experiences (ACEs) can be associated with increased risk of involvement with justice services.
- Access to Mental Health support was raised as an issue from a range of partners sessions hosted. A lack of a clear pathway is identified as a gap throughout the justice journey, impacting people from the point of arrest, community sentences and reintegration to the community from prison.

Having identified the above issues, the Community Justice Partnership believe the following actions below will support the five aims within the Community Justice Outcomes Improvement Plan.

- The introduction of Bail Supervision in Inverclyde provides an opportunity to reduce the remand population locally by providing a credible alternative to custody. The project has been fully operational since 2022 and there is an opportunity to review the current offer to ensure that it continues meets the needs of those individuals appearing at court where bail is opposed.
- The wider use of Diversion from Prosecution offers an opportunity to reduce reoffending by offering suitable individuals the opportunity to exit the justice system at an earlier point by engaging with support to target identified criminogenic needs. To support the continued development of the scheme there may be opportunities to better engage with partners locally to enhance the supports available to individuals suitable for diversion.
- The uptake of voluntary throughcare support from those due to be released from short-term prison sentences remains low The Bail and Release from Custody (Scotland) Act 2022 places a greater emphasis on supporting release planning for prisoners on both short-term and long-term sentences.
- We are aware that there are additional pressures on families who have a loved one in prison, this can include families struggling financially when the person is absent from the family, or struggling with health issues where the person absent has caring responsibilities. Working with the Inverclyde 3SCJF and other partners there is an opportunity to identify potential support for families.
- Inverclyde Justice Social Work has a well established Unpaid Work offer across Inverclyde. The Partnership recognises the potential benefits of an unpaid work offer can have across Inverclyde either to individual residents, local areas and local community groups. The Unpaid Work Operations Group can promote the use of unpaid work activity for the benefit of Inverclyde.
- There are well established volunteering, employability and adult learning opportunities providing real benefits to all of Inverclyde, but for many in a justice setting these opportunities

can seem unachievable. Through our Inverclyde 3SCJF and other local partners, Inverclyde Community Justice Partnership are keen to identify opportunities for individuals who have lived experience of the justice system.

- Through the work of the Early Action System Change (women in justice project) many staff from partnership agencies have been afforded the opportunity to undertake training to increase their level of skill in responding to trauma. Although the funding of the projects concludes in 2024 the project final report will assess the impact of this work and suggest further learning opportunities across our partnership.
- Similarly the project has piloted a successful model for engaging with individuals who have lived and living experience of the justice system and giving them opportunities to use their experiences to shape the response to community justice in Inverclyde.
- Whilst there is a nationally determined outcome around housing issues for individuals in prison during our preparation the Partnership identified a real need to consider this in greater detail, as such, we have created a 'locally determined outcome' around homelessness and housing outcomes for individuals in the justice system.

The future- *Horizon Scanning*

Through our Partnership development sessions, we recognised that there are a number of external factors that could impact on the progress of outcomes, indicators and improvement actions within the Community Justice Outcomes Improvement Plan. Examples included;

New legislation progressing through the Scottish Parliament specifically the Bail and Release from Custody (Scotland) Act and when the proposed legislative changes would come into force.

The legacy impact of COVID-19 for community justice partners and for those in the justice system. From a partnership perspective there are issues around staff recruitment and retention with a number of organisations raising concern over severe staffing shortages. For individuals in the justice system there is a recognition that there is more complex needs particularly around the health and wellbeing of individuals and the impact it can have on their justice involvement. There are also issues around statistical data, as noted by Community Justice Scotland the pandemic has created unprecedented levels of uncertainty and have made many datasets inscrutable. This is likely to make scrutiny, planning and reporting even harder for a number of years. There is a particular impact on court business leading to trial delays which could have future impact on prison capacity or an increase of individuals on community based services.

It is the intention of the Scottish Government to introduce a National Care Service which will be responsible for social work and social care support. It will also be responsible for planning and commissioning primary care and community health services. Social care support is an umbrella term which includes justice services. At the time of publication there is no final decision on justice services being included within a National Care Service.

Partners spoke of the uncertainty of funding, expiring year to year funding, reduced funding opportunities or a combination of both.

The ongoing review/commissioning of throughcare support is unlikely to be fully resolved until 2025, likely impacting on individuals who use those services locally.

The Community Justice Strategy National Delivery Plan has a number of actions progressing between 2023 and 2026. Many of the 41 actions are being driven by national partners with the local implementation still to be decided.

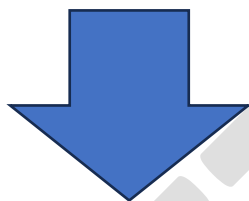
Police Scotland inherited a large estate following its creation in 2013. As outlined in their Policing 2026 ten year strategy, the demands facing policing and the public expectation of policing in Scotland has evolved over time and will continue to evolve. The way people are choosing to contact the police has also significantly changed with a preference towards using the telephone and the internet, rather than attending at a police station. Despite these changes, the estate which is crucial to the delivery of policing services, has not evolved and has largely been unchanged. In 2023 Police Scotland launched a consultation and engagement on proposed estate disposals which included Greenock.

An Audit Scotland report '*Criminal Courts backlog*' (2023) outlined how the Scottish Government, the Scottish Courts and Tribunals Service and partners both responded to the COVID-19 pandemic and the progress that had been made in reducing the trial backlog that accrued during the pandemic. However the report noted key risks such as staffing pressures in the legal system which threaten the progress made and as such have a negative impact on reducing the backlog and reforming the criminal justice system.

Plan on a page

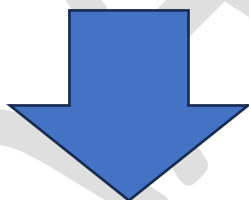
Our Vision

'community matters' recognises the importance of community for individuals in the justice system. We understand the need to prevent further reoffending in the community, work in partnership to help manage individuals in the community, show the effectiveness of community based disposals, recognise the impact crime has on communities and the role the partnership plays in supporting those accused or convicted of an offence, victims and families.



Our underpinning values

Our work is Trauma Informed and Trauma Responsive.	We recognised the importance of engagement and co-production of individuals in the justice system	We understand the need to reduce poverty and inequality locally and its disproportionate impact on individuals in the justice system.
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Our priorities

Optimise the use of diversion and intervention at the earliest opportunity (NA1)	Ensure that robust and high quality community interventions and public protection arrangements are consistently available across Scotland (NA2)	Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence (NA3)	Strengthen the leadership, engagement, and partnership working of local and national community justice partners (NA4)	Improve housing and homelessness outcomes for individuals in the justice system (LA1)
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Our Vision- 'Community Matters'

The Community Justice (Scotland) Act 2016 sets out the role for local partnerships in reducing offending. Community Justice is the prevention of offending and supporting a model of desistence and early intervention. It is the collection of individuals, agencies and services that work together to support, manage and supervise people who have committed offences, from the point of arrest, through prosecution, community disposal or custody and alternatives to these, until they are reintegrated into the community. Local communities and the third sector are a vital part of this process which aims to prevent and reduce further offending and the harm that it causes.

The Inverclyde Community Justice Partnership has a vision that 'community matters' recognising broad scope of community justice through the following.

- Working across the partnership to prevent and reduce further offending in the community by addressing its underlying causes;
- Working in partnership to help safely and effectively manage and support individuals who have been convicted of offences reintegrate into their community;
- Highlight the effectiveness of community based sentences
- Recognising the impact crime has on victims and communities in Inverclyde
- Recognising the important role community justice partners have on individuals accused of or convicted of an offence.

Our underpinning values

In Inverclyde we want our work underpinned by a series of values at both partnership level and by individual partners. We have therefore identified three underpinning values that will inform our work.

Being Trauma Informed/Trauma Responsive

Nationally both The Vision for Justice in Scotland and the National Strategy for Community Justice identifies that all parts of the justice system are embedded within trauma informed practices.

Acknowledging the impact of short-term funding cycles within Justice Services and recognising the poorer outcomes for women in the justice system, Inverclyde HSCP is hosting an Early Action System Change Project “Women involved in the Justice System” following receipt of external funding in 2019. Local research concluded that services and programmes needed to be tailored to the specific and complex needs of women within Justice leading to the development of a Test of Change. The test of change is for the workforce across Inverclyde HSCP and our third sector partners to become trauma trained and trauma responsive.

In 2021, the Scottish Government awarded funding to all local authorities to assist them in ensuring their workforce becomes trauma trained and trauma responsive. Inverclyde Council utilised this funding to employ a Trauma Informed Practice Lead Officer. This is a corporate role and the remit is to roll out the trauma training agenda across all Council Services. The learning from our Project has been crucial in this work developing corporately by sharing our experiences and highlighting the outcomes and successes we have already achieved.

Although the focus on the project is around women in the justice system we recognise that this sits across the entire justice population and in being trauma informed/trauma responsive our partners will:

- recognise where people are affected by trauma and adversity;
- respond in ways that prevent further harm by thinking about what will make those in contact with justice services feel safe;
- empower those that use services to have control and take an active role in what happens to them; and
- be clear about what will happen to individuals at each stage of their justice journey.

Engagement and Co-production with those involved in the justice system.

The second theme of our Early Action System Change Project “Women involved in the Justice System” project is to strengthen referral pathways for women, into supportive community resources, ie, volunteering, training and employment. Engagement with women about their experiences of being in the justice system concluded that women felt of being spoken ‘at’, ‘over’ and ‘to’ but never ‘with’. Recognising the significance of this, a local Women in Justice Support Group (WJSG) has been established. The project staff team meet with the women weekly in a safe and confidential space and the women are actively involved in delivering change to influence the thinking of key partners within Justice. A strengths-based approach is followed focusing on building relationships with the women based on the five principles of trauma informed practice: choice, trust, empowerment, safety and collaboration.

The experiences of the WJSG has provided the Partnership with a guide in how services can support individuals and how women involved in justice can help agencies shape future work . Previous research commissioned by [Community Justice Ayrshire](#) noted:

- Service user involvement can support desistance from offending. Research evidence suggests that involvement in activities that contribute to the well-being of others (e.g. mentoring, peer support and volunteering initiatives) can alter the way people see themselves, and their own potential, as well as how others see them.
- Service user involvement can promote citizenship and social justice. The research highlighted that citizenship is a measure of the strength of people's connection to the rights, responsibilities, roles, and resources that society offers to people through public and social institutions and to relationships involving close ties, supportive social networks, and associational life in one's community.
- Service user involvement can increase effectiveness, compliance, credibility and legitimacy. Evidence suggests that using the experience and expertise of those who have offended to inform the development of criminal justice interventions can enhance the credibility, meaning or legitimacy of those interventions to service users. If services are co-designed or co-produced by service users, they may well be more credible, fit for purpose and thus effective.

Poverty and inequality

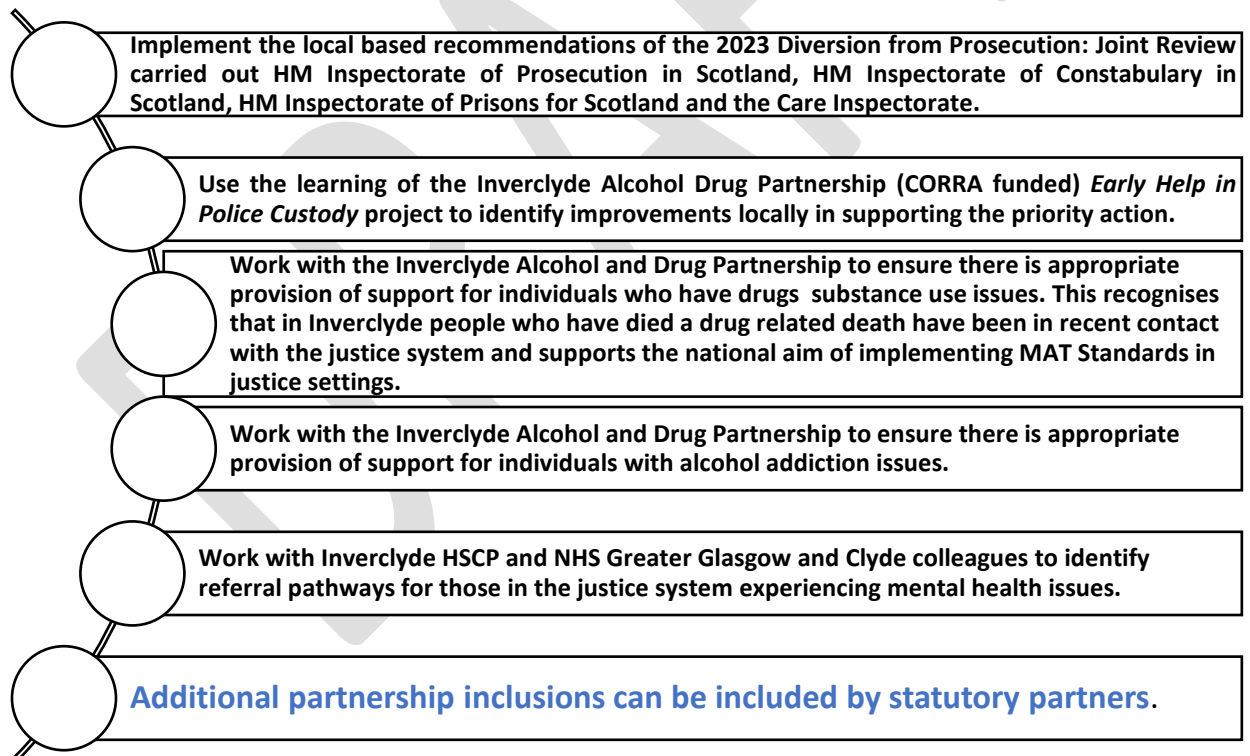
As noted previously many people in Inverclyde experience forms of inequality such as income inequality and poverty. The Inverclyde Alliance Partnership Plan has five strategic themes with issues of poverty and inequality in each theme, the Community Justice Partnership therefore felt that the impact of poverty and inequality must be acknowledged in the CJOIP and that as a partnership we should consider how we can mitigate the impact of this for people in the justice system. Recognising both the complex nature of the justice system and the complexity of multiple forms of inequality and disadvantage for people in the justice system we want to reduce further obstacles for people who can find themselves in the justice system.

National Aim 1- Optimise the use of diversion and intervention at the earliest opportunity

The National Strategy for Community Justice highlights:

Where appropriate and relevant, effectively diverting people away from prosecution – or away from the justice system entirely – can allow individuals to address a range of issues, behaviours or needs which have contributed to their alleged offending at the earliest opportunity. This improves outcomes for both individuals and communities, and can lead to less offending and reoffending and, ultimately, fewer victims and harm to society. We also recognise that those who come into contact with the justice system often present with higher levels of vulnerability than the general population and often have complex needs. We therefore want to ensure that, wherever appropriate, people are diverted away from the justice system at the earliest opportunity following arrest, and that suitable, appropriately informed and tailored opportunities, which reflect the nature and severity of the alleged offence, are provided to address underlying needs and causes of offending behaviour.

In order to support this national aim locally, Inverclyde Community Justice Partnership will...



National Aim 2- Ensure that robust and high quality community interventions and public protection arrangements are consistently available across Scotland

The National Strategy for Community Justice highlights:

While we are committed to shifting the balance towards greater use of trauma informed and person-centred community interventions which reflect the appropriate level of risk – and our long term ambition is that people should only be held in custody when they present a risk of serious harm – public protection is our first priority. Therefore, we must ensure that there are robust and high quality community-based interventions, which support rehabilitation and help to reduce the number of future victims, including alternatives to remand, electronic monitoring and community sentences. The awareness of, and confidence in, these interventions must also be improved, particularly among the judiciary, prosecutors, victims of crime and the general public. Restorative justice, which, in the majority of cases, must be led by those who have been harmed, can also provide the opportunity for safe communication between people harmed by crime and offending, and those responsible for that harm. This will improve outcomes for individuals who are able to remain within more supportive environments and ensure that victims and communities feel safe and protected.

In order to support this national aim locally, Inverclyde Community Justice Partnership will

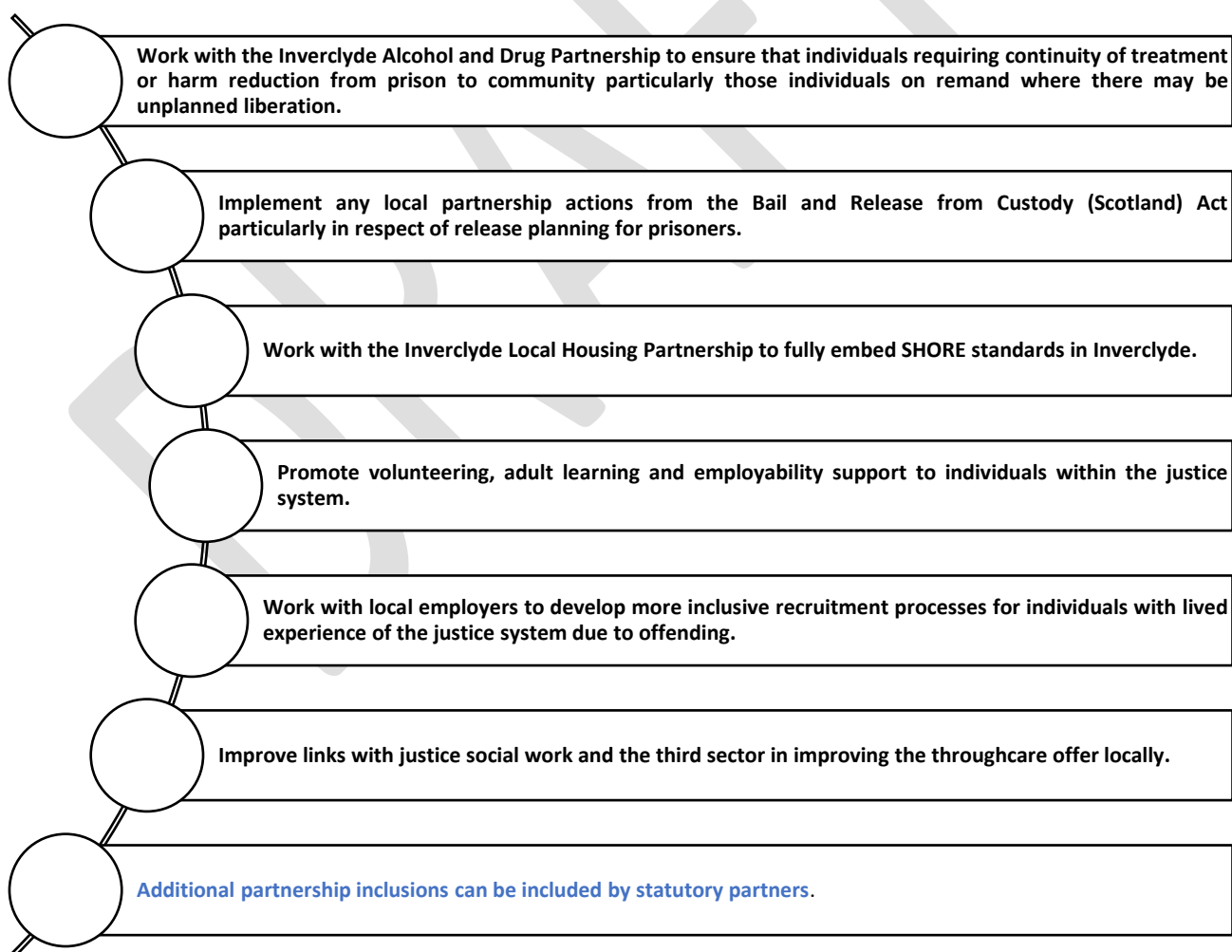


National Aim 3- Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence

The National Strategy for Community Justice highlights:

When an individual is in contact with the justice system, there is an opportunity to ensure that they are able to engage with the services that they will require in order to support their basic needs, to rehabilitate themselves, and not reoffend. We equally recognise the need to prioritise victims' safe recovery from harm and trauma. While justice services and specialised throughcare services can plan and support the transition of individuals through and out of the justice system, effective integration and reintegration can only be delivered through the engagement of our universal public services (such as healthcare, employability support, benefits, and housing). These services must ascertain and be aware of the needs and circumstances of people with convictions (particularly those serving a custodial sentence) and those on remand, and be prepared to meet those needs in a timely fashion.

In order to support this national aim locally, Inverclyde Community Justice Partnership will



National Aim 4- Strengthen the leadership, engagement, and partnership working of local and national community justice partners

The National Strategy for Community Justice highlights:

It is necessary for community justice partners to work together to adopt a strategic approach to planning and delivering improved outcomes, and lasting change for individuals and communities.

This includes ensuring the active involvement of the third sector, relevant community-based organisations, communities and people who use local services (including people with convictions, victims and families) in the planning and delivery of community justice within their areas. Ensuring that victims feel supported, that their voice is heard and that they are empowered to participate effectively in their justice journey is critical to achieving an inclusive justice system. Central to the strategy is also the need to ensure that the Scottish public, communities and workforce have an improved understanding of, and confidence in, community justice.

In order to support this national aim locally, Inverclyde Community Justice Partnership will



Local Aim 1- Improve housing and homelessness outcomes for individuals in the justice system

The completion of the SNSA, engagement with the Community Justice Partnership board during development sessions in 2022, feedback from services and individuals in the justice system recurring themes of housing issues and the risk of homelessness was identified. Although National Aim 3 (*'ensure that services are accessible and available to address the needs of individuals accused of or convicted of an offence'*) has a priority action for local areas to address the housing needs of individuals in prison by ensuring that the Sustainable Housing on Release for Everyone (SHORE) standards are implemented and embedded, the Community Justice Partnership recognised a need for further action. Whilst the Partnership will seek to implement and embed the SHORE standards, there is a need to consider additional housing needs and homelessness issues locally. Therefore, a local aim or *'locally determined outcome'* (The Community Justice (Scotland) Act 2016) has been created that seeks to improve the housing and homelessness outcomes for individuals in the justice system.

Locally, data concludes...

The SNSA noted that the total of individuals on remand mirrored the Scottish average of approximately one-third of the entire population, with women totalling between one-half and two-thirds on a regular basis.

Evidence and research from various sources recognise that those who come into contact with the justice system often present with higher levels of vulnerability than the general population and will often have complex needs. Specifically with regards to housing and homelessness issues, that evidence and research identifies several stages in the justice journey where there is a greater risk of involvement in homelessness services and when addressing housing needs might be beneficial:

Arrest and Remand- For many this is the starting point that triggers a series of events that could lead to homelessness. The number of people on remand in Scotland remains high as well as the time spent on remand can lead to individuals losing their tenancy. Previously, the Justice Committee noted that those who are experiencing homelessness or with no fixed abode could be more likely to be placed on remand.

Bail – Bail Supervision offers an opportunity to provide a credible alternative to remand in appropriate cases which aims to provide support to people in the community, and which can minimise disruption to families, employment and housing. Concern has been raised by domestic abuse charities and local Violence Against Women Partnerships on the use of bail in domestic cases and the potential negative consequences it can have on victims where they can feel unsafe and decide the only option is to leave the property and seek alternative solutions including going into refuge.

Court and Sentencing- At the point of sentencing there can be consequences for someone's housing situation. If the punishment element results in a custodial sentence, it could result in that individual having to relinquish their tenancy. A family home may become at risk when someone goes into prison, particularly in cases where that person has been the tenancy holder or the main claimant of Universal Credit.

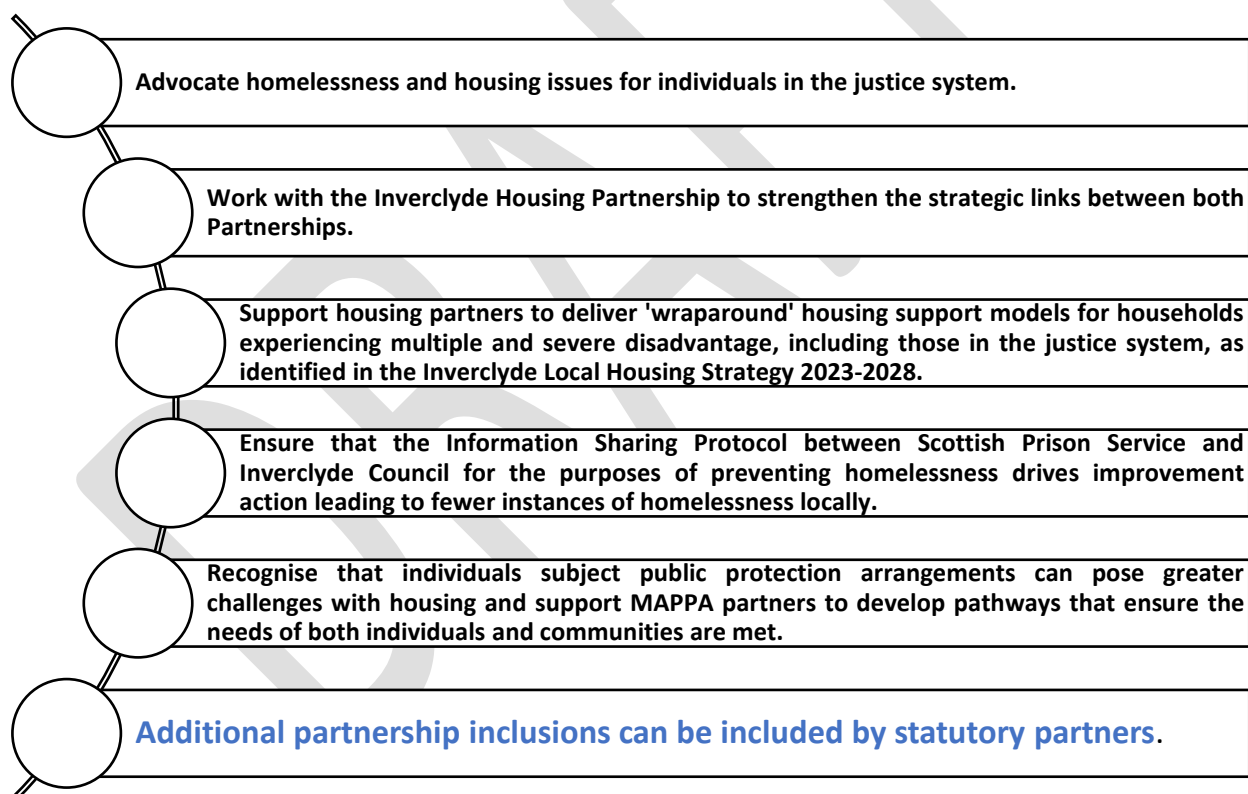
Scale of homelessness for prison leavers- This issue sits broadly with issues of unplanned liberations for those on remand who are of no fixed abode and may have to attempt access to housing advice

later on during the day/evening. Acknowledging that accommodation plays a significant factor with respect to both cyclical homelessness and cyclical offending there are opportunities to engage with those in prison by providing housing advice. Inverclyde Council and Scottish Prison Service have an Information Sharing Protocol that allows the sharing of information for the purposes of reducing homelessness.

Throughcare Support- Throughcare is used to provide services to all prisoners both during and after their sentences. This service can be statutory or voluntary. Recognising that individuals leaving prison custody who are at higher risk of homelessness are more likely to reoffend, working with a range of partners to not only support accommodation needs but supporting individuals who may have a limited skills in maintaining tenancies and providing support tailored to their needs.

Public Protection- The National Accommodation Strategy for Sex Offenders (NASSO) forms part of the Multi-Agency Public Protection Arrangements (MAPPA) and sets out how housing contributes to those arrangements. Those subject to public protection arrangements have additional housing needs where securing suitable accommodation can reduce the risk of reoffending and protect the public.

In order to support this aim locally, Inverclyde Community Justice Partnership will



CJOIP influences

Our CJOIP is influenced by a range of local and national strategies and plans highlighting the breadth of community justice activity in Inverclyde.

LOCAL	NATIONAL

DRAFT

Performance measurements and indicators

Nationally, the Community Justice Performance Framework sets out nine national community justice outcomes which are aligned to the priority aims in the National Strategy for Community Justice, this also includes ten national indicators which are used to measure performance in achieving the national outcomes. Evidence is also collected at a local level to supplement the national indicator data. Inverclyde Community Justice Partnership have a legal duty to report on performance in relation to community justice on an annual basis.

National Aim 1. Optimise the use of diversion and intervention at the earliest opportunity		
Priority action from the National Strategy for Community Justice.	Nationally determined outcome	National Indicator (includes source)
1. Enhance intervention at the earliest opportunity by ensuring greater consistency, confidence in and awareness of services which support the use of direct measures and diversion from prosecution	More people successfully complete diversion from prosecution	Number of diversion from prosecution assessments undertaken (Inverclyde Justice Social Work)
		Number of diversion from prosecution cases commenced (Inverclyde Justice Social Work)
		Number of diversion from prosecution cases successfully completed (Inverclyde Justice Social Work)
2. Improve the identification of underlying needs and the delivery of support following arrest by ensuring the provision of person-centred care within police custody and building upon referral opportunities to services including substance use and mental health services	More people in police custody receive support to address their needs	Number of referrals from custody centres (not yet confirmed)

National Aim 1- Optimise the use of diversion and intervention at the earliest opportunity	
Locally determined outcomes	Local Indicators
Not included in draft 1	Not included in draft 1

National Aim 2. Ensure that robust and high quality community interventions and public protection arrangements are consistently available across Scotland.		
Priority action from the National Strategy for Community Justice.	Nationally determined outcome	National Indicator (includes source)
3. Support the use of robust alternatives to remand by ensuring high quality bail services are consistently available and delivered effectively.	More people are assessed for and successfully complete bail supervision	Number of assessment reports for bail suitability (Inverclyde Justice Social Work)
		Number of bail supervision cases commenced (Inverclyde Justice Social Work)
		Number of bail supervision cases completed (Inverclyde Justice Social Work)
4. Strengthen options for safe and supported management in the community by increasing and widening the use of electronic monitoring technologies	No nationally determined outcome.	No nationally determined indicator
5. Ensure that those given community sentences are supervised and supported appropriately to protect the public, promote desistance from offending and enable rehabilitation by delivering high quality, consistently available, trauma-informed services and programmes	More people access services to support desistance and successfully complete community sentences.	Percentage of community payback orders successfully completed (Inverclyde Justice Social Work)
		Percentage of drug treatment and testing orders successfully completed (Inverclyde Justice Social Work)
6. Ensure restorative justice is available across Scotland to all those who wish to access it by promoting and supporting the appropriate and safe provision of available services	No nationally determined outcome.	No nationally determined indicator

National Aim 2. Ensure that robust and high quality community interventions and public protection arrangements are consistently available across Scotland.	
Locally determined outcomes	Local Indicators
Not included in draft 1	Not included in draft 1

National Aim 3. Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence.		
Priority action from the National Strategy for Community Justice.	Nationally determined outcome	National Indicator (includes source)
7. Enhance individuals' access to health and social care and continuity of care following release from prison by improving the sharing of information and partnership-working between relevant partners	More people have access to, and continuity of, health and social care following release from a prison sentence	Number of transfers in drug/alcohol treatments (not yet confirmed)
		Number of bail supervision cases completed (Inverclyde Justice Social Work)
8. Ensure that the housing needs of individuals in prison are addressed consistently and at an early stage by fully implementing and embedding the Sustainable Housing on Release for Everyone (SHORE) standards across all local authority areas.	More people have access to suitable accommodation following release from a prison sentence.	Number of homelessness applications where prison was the property the main applicant became homeless from (Scottish Government Prison Service Homelessness data table/ Inverclyde Homelessness Services)
9. Enhance individual's life skills and readiness for employment by ensuring increased access to employability support through effective education, learning, training, career services and relevant benefit services.	More people with convictions access support to enhance their readiness for employment.	Percentage of those in employability services with convictions (not yet confirmed)
10. Enhance community integration and support by increasing and promoting greater use of voluntary throughcare and third sector services	More people access voluntary throughcare following a short term prison sentence	Number of voluntary throughcare cases commenced (Inverclyde Justice Social Work)

National Aim 3. Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence.	
Locally determined outcomes	Local Indicators
Not included in draft 1	Not included in draft 1

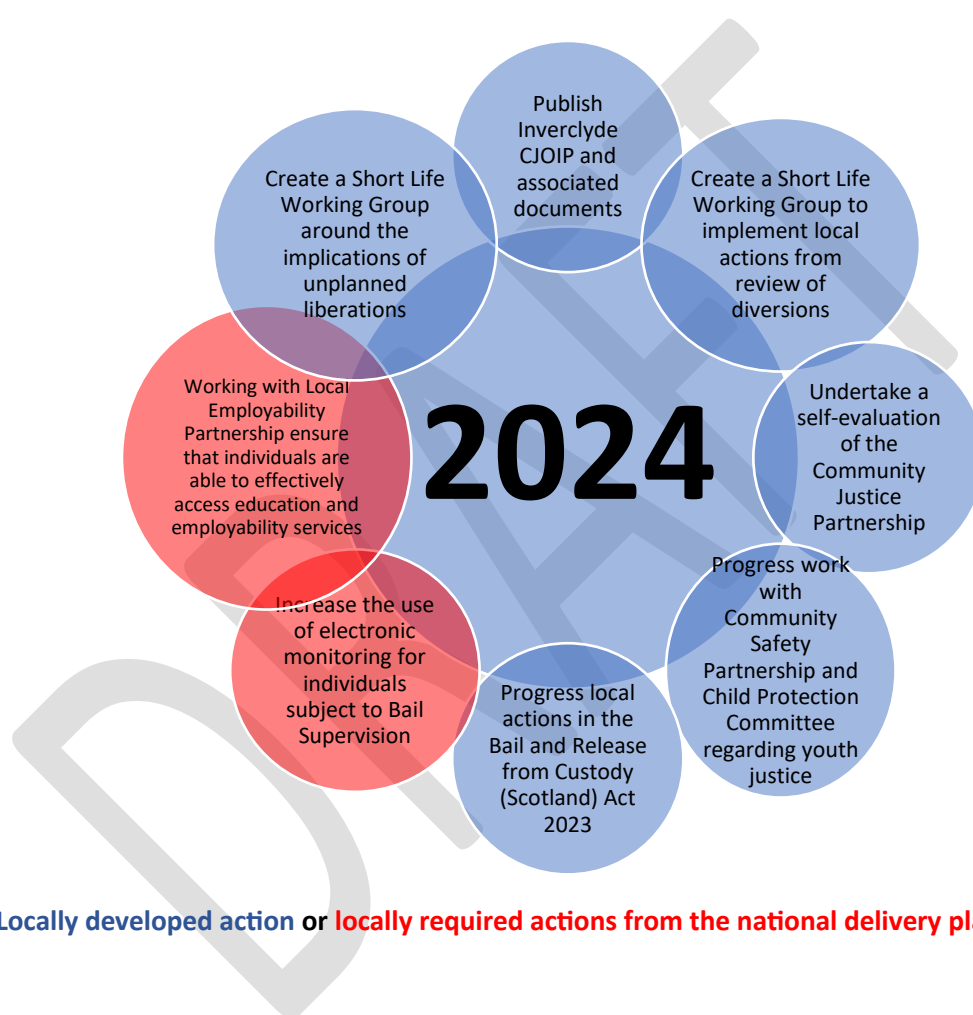
National Aim 4. Strengthen the leadership, engagement, and partnership working of local and national community justice partners		
Priority action from the National Strategy for Community Justice.	Nationally determined outcome	National Indicator (includes source)
11. Deliver improved community justice outcomes by ensuring that effective leadership and governance arrangements are in place and working well, collaborating with partners and planning strategically	No nationally determined outcome.	No nationally determined indicator
12. Enhance partnership planning and implementation by ensuring the voices of victims of crime, survivors, those with lived experience and their families are effectively incorporated and embedded	No nationally determined outcome.	No nationally determined indicator
13. Support integration and reduce stigma by ensuring the community and workforce have an improved understanding of and confidence in community justice	More people across the workforce and in the community understand, and have confidence in, community justice.	Percentage of people who agree that people should help their community as part of a community sentence rather than spend a few months in prison for a minor offence (Scottish Government)

National Aim 4. Strengthen the leadership, engagement, and partnership working of local and national community justice partners.	
Locally determined outcomes	Local Indicators
Not included in draft 1	Not included in draft 1

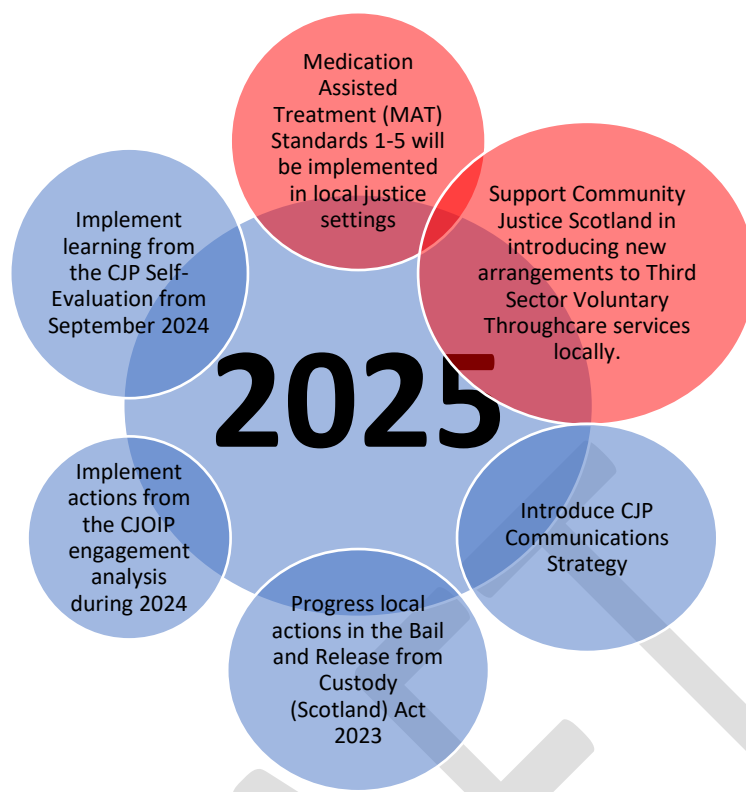
Local Aim 1. Improve housing and homelessness outcomes for individuals in the justice system	
Locally determined outcomes	Local Indicators
Not included in draft 1	Not included in draft 1

Our planned activity 2024-2026

In June 2023 the Scottish Government published The National Strategy for Community Justice: Delivery Plan which sets out 41 national and local actions between 2023 and 2026. In order to sequence work during the lifetime of the CJOIP the following highlights when work will be progressed by the Partnership from any national work resulting in a local implementation. Additionally the Partnership has identified some locally considered actions during the same period. Progress against these actions will be reported annually.



Key- Locally developed action or locally required actions from the national delivery plan



Key- Locally developed action or locally required actions from the national delivery plan

