
Report To:	Health & Social Care Committee	Date:	6 January 2022
Report By:	Allen Stevenson Interim Corporate Director (Chief Officer) Inverclyde Health and Social Care Partnership (HSCP)	Report No:	SW/05/2022/SMcA
Contact Officer:	Sharon McAlees Head of Children & Criminal Justice Services	Contact No:	715282
Subject:	Early Action System Change - Women Involved in the Criminal Justice System		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide an update to the Health and Social Care Committee in respect of the project 'Women Involved in the Criminal Justice System'.
- 1.2 The report outlines the progress to date with regards to phase one of the project including the proposed Test of Change and then details the mechanisms for the Test of Change in phase two of the project.

2.0 SUMMARY

- 2.1 The National Lottery Community Fund Early Action System Change (EASC) programme awarded £682,250 (inclusive of £75,000 Test of Change monies) to Inverclyde HSCP in 2019. The purpose of the EASC fund is to help make a fundamental shift towards effective early intervention in Scotland. The funding was awarded under the Women and Criminal Justice theme.
- 2.2 The Women's Project aims to develop a system change in the response to women in the Criminal Justice System (CJS) with a focus on a fundamental shift towards effective early intervention. Due to COVID-19 related delays, phase one of the project (the discovery phase) was extended, with agreement of the funder, until August 2021.
- 2.3 Two key themes which emerged from engagement with women were a lack of support at their earliest interactions with the CJS and a lack of opportunity for/anxiety around accessing suitable community activities and networks as well as volunteering or employment opportunities.
- 2.4 The project, through the Steering Group identified a clear need for the Test of Change to focus on both of these themes, along with the need for a cultural change to the way women are communicated and engaged with and for their anxieties to be acknowledged and better supported.
- 2.5 The Test of Change proposed is to adopt a trauma informed approach to support women as close to their entry to the CJS as possible. Significantly, the Test of Change will involve staff across 3 separate services within the HSCP as well as colleagues from the Third Sector. The mechanisms for the delivery of the Test of Change are noted below.
- 2.6 Being trauma informed/responsive requires organisations and their staff to embrace the principles of Choice, Collaboration, Trust, Safety and Empowerment in all interactions.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Health and Social Care Committee:
- a. Note the progress of the Early Action System Change Women's Project
 - b. Approves and supports the work being driven in respect of the Test of Change in adopting a trauma informed approach to support women as close to the entry to the Criminal Justice System as possible.

**Allen Stevenson
Interim Chief Officer
Inverclyde HSCP.**

4.0 BACKGROUND/PHASE ONE

- 4.1 The National Lottery Community Fund Early Action System Change (EASC) programme awarded £682,250 (inclusive of £75,000 Test of Change monies) to Inverclyde HSCP in 2019. The purpose of the EASC fund is to help make a fundamental shift towards effective early intervention in Scotland. The funding was awarded under the Women and Criminal Justice theme. The project aims to achieve a system change in the response to women in the Criminal Justice System (CJS) and seeks to fully involve women with lived experience, ensuring that they co-produce this change. Phase one (the discovery phase) of the project has focused on engagement with women with lived experience of the CJS and services and organisations that support women as well as analysis of relevant literature.
- 4.2 The work of phase one was carried out by a Project Manager who oversaw the running of the project; a Data Analyst (employed on a part time basis) who led on data, cost analysis and evaluation and a Community Worker who led on engagement with women with lived experience of the criminal justice system and co-production.
- 4.3 Governance of phase one was led by the project Steering Group with representation from each of the services and organisations involved in the partnership:
 - Criminal Justice Social Work
 - Alcohol & Drugs Recovery Services
 - Homelessness Services
 - Mental Health & Wellbeing Services
 - Inverclyde Community Justice Partnership
 - Inverclyde Alcohol & Drug Partnership
 - Your Voice
 - Turning Point Scotland
 - CVS Inverclyde
- 4.4 Engagement with women and development of a Co-production Group was about to begin in spring 2020 and unfortunately coincided with the first COVID-19 lockdown. The COVID-19 restrictions in place for the remainder of phase one, along with the extreme difficulties that the pandemic presented for many women had a significant impact on engagement. In spite of these difficulties, the Community Worker was able to successfully make inroads and communicate with a small number of women with involvement with the criminal justice system in Inverclyde. Initial contact was mostly achieved through referrals from frontline staff in HSCP services who were already supporting women. Some additional contact with women came via social media channels. The Community Worker also communicated with third sector networks in order to open up the potential for referrals as widely as possible.
- 4.5 Although engagement with women with lived experience of the criminal justice system during phase one of the project was only achieved with a small number of women, two broad common themes did emerge:
 - A lack of support around initial involvement in the CJS – period between arrest and possible court outcome
 - A lack of obvious opportunities for positive and supportive community networks or groups.
- 4.6 Additionally, engagement was carried out with frontline staff from a range of HSCP and third sector organisations about their experiences of working with women. Two broad common themes emerged which staff identified as being significant to women's involvement in the criminal justice system; the impact of trauma and the role of relationships.
- 4.7 Phase one of the project has concluded with a Test of Change proposal. The Test of Change proposed is to adopt a trauma informed approach to support women as close to their entry to the CJS as possible. In addition, it will also feature, again with a trauma informed approach, facilitation for opportunities for women to engage in activities, volunteering or employment within their community.

5.0 TRAUMA INFORMED APPROACHES

- 5.1 It is anticipated that to enable a trauma informed approach, staff from a range of HSCP services and third sector organisations will:
- receive trauma informed training (expected to be trauma enhanced level for at least some of these staff) and implement this into their practice, and;
 - take part in regular group supervision to provide a structure for ongoing support and reflection upon their practice and support for implementing trauma informed approaches and reinforcing associated general principles.
- 5.2 In practical terms, this group will be made up of staff who are involved in supporting women and are likely to come into contact with them at some of the earliest entry points to the CJS e.g. those involved in bail supervision assessments, arrest referral, diversion from prosecution etc. This is likely to include frontline staff from Criminal Justice Social Work, Alcohol and Drug Recovery, Homelessness Services. In addition, staff from some third sector organisations who provide more generalised and more flexible support e.g. Community Link Workers, Community Connectors etc. would also be involved. It is envisaged that these staff will play a central role, in particular, in the development of community based opportunities and activities for women.
- 5.3 As well as implementing a trauma informed approach to their own practice, the staff groups should proactively work together to identify how and where individual women could benefit from additional support and ensure that they play an active role in facilitating women accessing this additional support in a manner that best suits the needs of each individual woman. Suggested examples include, but not limited to, 'warm handovers', accompanying women to activities in the early stages of engagement, support to identify opportunities, additional efforts to explain questions and their rationale during engagement etc.
- 5.4 Critical to the implementation of this system change will be the commitment of leadership and management to supporting staff and to understanding, embedding and modelling changes in practice. Evidence from a trauma informed pilot project in Edinburgh Criminal Justice Social Work Service highlighted that the involvement of leaders in implementing a trauma informed approach had a positive impact on front line staff who recognised that management were validating and investing in their practice. The leadership and staff training will be developed using the NHS Education for Scotland Scottish Psychological Trauma Training Plan and delivered in collaboration with NHSGGC. Early contact has been made with the Community Justice Health Improvement Lead for NHSGGC for this purpose
- 5.5 Nationally The Scottish Government's ambition, shared by COSLA and partners, is for a trauma informed workforce and services across Scotland. Commitment was first made in Survivor Scotland (2015) 'to develop a national approach to enable the workforce to respond to the needs of survivors'. Further commitments were reiterated in subsequent programmes for Government 2018-19, 2019-20, 2020-21, and supported by commitments in other strategic documents including Mental Health Strategy 2017-20.

6.0 PHASE TWO - TEST OF CHANGE

- 6.1 Phase two of the project formally commenced on 1 September 2021. As agreed with the funder the staffing arrangements for phase two has a Project Manager (1 FTE) and Community Worker (1 FTE). The Data Analyst post expired on completion of phase one.
- 6.2 In order to develop trauma informed organisation and services in Inverclyde, it is recommended that, inline with other areas who have commenced with developing trauma informed organisations and services, to in the first instance invite Management and Leaders across relevant organisations to participate in Scottish Trauma Informed Leadership Training (STILT).
- 6.3 The STILT training programme was created in recognition that trauma informed and

responsive practice can only happen in the context of trauma informed and responsive environments, policies, systems and organisations. STILT is designed to support Leaders take a trauma informed lens to their organisation and in so doing support a top down as well as bottom up approach. This follows the approach as recommended by NHSGG&C and aligned with the National Transforming Psychological Trauma Programme in fulfilment of the Scottish Governments 2015 commitment for the workforce to become trauma informed.

- 6.4 Management and Leaders from Inverclyde HSCP, Your Voice Inverclyde and CVS Inverclyde were invited to attend STILT Training on Friday 3 December 2021.
- 6.5 On completion of STILT Training this group of Managers and Leaders will be invited to take part in the Trauma Informed Learning Training Workshop in February/March 2022. This workshop is being supported by the Health Improvement Lead (Community Justice) NHS Greater Glasgow & Clyde. The aim is to consider the organisational context within which the Test of Change will be delivered and what shifts may be needed to support this. This is viewed as a vital next step as leaders have been identified as instrumental to the success of delivering trauma informed systems and approaches.
- 6.6 Governance of the project currently sits with the Inverclyde Community Justice Partnership with an 'Implementation Group' created for those agencies who have responsibility for staffing groups who will directly participate in the Test of Change. It is anticipated that the Implementation Group will look to introduce a training pathway for staff groups in a wider framework of staff training, development and support.
- 6.7 Although the overall project and indeed phase two of the project is to enable a trauma informed approach for women involved in the CJS, there is potential for the learning to be scaled up across organisations including the HSCP. Similarly there is also the opportunity to engage and work collaboratively with the Inverclyde Alcohol and Drugs Partnership (ADP) and their funded project on early help in Police custody and the likely shared outcomes between both programmes.

7.0 PHASE TWO PROJECT TIME LINE:

Phase 2 (Years 3 to 5)	Key Milestones/Activities
Year 3 August 2021/22	Preparatory work for Test of Change: <ul style="list-style-type: none"> • Test of Change Implementation Group established • Identified HSCP/Third Sector Leaders participate in national STILT webinar • Local STILT workshop(s) with identified HSCP/Third Sector Leaders take place and Action Plan developed and agreed • Training pathway for frontline staff identified and training implemented • Co-production activities with women remain a consistent thread throughout to ensure their voice continues to inform Test of Change
Year 4 August 2022/23	Implement Test of Change
Year 5 August 2023/24	Evaluate Test of Change

8.0 IMPLICATIONS

8.1 Finance

In Phase one the spend against the project was £272,900, leaving a balance of £409,350.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (if Applicable)	Other Comments
Criminal Justice: Women's Project	Staffing: Test of Change Non Staffing	Phase 2: Year 1 (2021/22)	39 0 1	Externally funded from The National Lottery Community Fund	Starts 1/9/21 (7 months of costs)
	Staffing: Test of Change Non Staffing	Year 2 (2022/23)	112 40 1		12 months
	Staffing: Test of Change Non Staffing	Year 3 (2023/24)	114 35 1		12 months
	Staffing: Test of Change Non Staffing	Year 4 (2024/25)	57 0 0.5		Ends 31/08/24

8.2 Legal

There are no specific legal implications in respect of this report.

8.3 Human Resources

The project grant will fully fund the project staff posts. Finance colleagues were involved in the costings of these, and the posts themselves are temporary in nature.

8.4 Equalities

Equalities

(a) Has an Equality Impact Assessment been carried out?

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

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

X	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals. An impact assessment was completed at the project implementation.
	NO

8.5 Repopulation

There are no specific repopulation issues.

9.0 CONSULTATIONS

9.1 The report has been prepared after due consideration with relevant senior officers in the HSCP. This approach has also been informed by involving women with lived experience, ensuring that they co-produce this change.

10.0 BACKGROUND PAPERS

10.1 Big Lottery: Early Action Systems Change Fund (SW/27/2018/SMcA)