



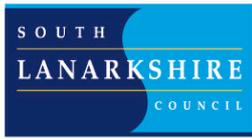
South Lanarkshire Community Planning Partnership

Community Justice Outcome Improvement Plan for 2017-22

Nominated Contact Person for the local statutory partners:

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Partners



"a brighter future in South Lanarkshire"



The Scottish Government introduced the Community Justice (Scotland) Act 2016 following a consultation period on the Future Model of Community Justice in Scotland.

The outcome of the consultation was that the Community Justice Authorities (CJA) would cease to exist with:

- Local Planning and delivery of community justice services being delivered on a partnership basis under the existing 32 community planning partnerships (CPPs) from 2017; and
- A new national body, Community Justice Scotland (CJS) to provide: (a) independent professional assurance to Scottish Ministers on the collective achievement of the community justice outcomes and (b) a hub for community justice innovation, learning and development

Community Justice Authorities will be formally disestablished on 31 March 2017 with the full model coming into effect on 1 April 2017.

Guidance on the National Strategy for Community Justice was published by the Scottish Government in July 2016 followed by the Community Justice Outcomes, Performance and Improvement Framework.¹

The Scottish Government's vision is reflected in our first South Lanarkshire Community Justice Outcome Improvement Plan which has been developed with contributions from all partner agencies. The plan aims to ensure that as a partnership we:

- prevent and reduce further offending by addressing its underlying causes; and
- safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens

I would like to take this opportunity to thank the Lanarkshire Community Justice Authority for its invaluable work over the years in supporting Community Justice Services here in South Lanarkshire.

Finally, touching on the main elements of the National Strategy for Community Justice, which are to provide:

- Improved community understanding and participation
- Effective strategic planning and partnership working
- Effective use of evidence-based interventions
- Equal access to services

We are committed to work with and for our communities in order to ensure South Lanarkshire is safer, fairer and more inclusive.

Chair of the Community Justice Partnership

Liam Purdie

¹ <http://www.gov.scot/Resource/0051/00510517.pdf>

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1. Introduction

This plan for Community Justice is in response to the legislative requirements set out in the Community Justice (Scotland) Act, introduced on 7 May 2015 and builds on the transitional plan presented to the Corporate Planning Partnership in 2016.

Building from a position of strength the plan sets out our partnership approach to demonstrate continuity of local community justice services in South Lanarkshire.

The plan incorporates Scottish Government guidance on actions that statutory partners must take to implement the National Strategy for Community Justice.

It is hoped that the detail will give confidence that the future service delivery, partnership working, etc. will continue to be delivered to a very high standard, with appropriate governance and accountability. Similarly, the plan provides evidence that there is currently an embedded practice of partnership working and structures in South Lanarkshire that will support the future vision of Community Justice, the main elements are:

- Improved community understanding and participation
- Strategic planning and partnership working
- Effective use of evidence-based interventions
- Equal access to services

The Scottish Government's vision will be reflected in our plan for Community Justice in South Lanarkshire ensuring it is safer, fairer and more inclusive where we:-

- prevent and reduce further offending by addressing its underlying causes; and
- safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens

The national Strategy for Community Justice was launched in November 2016 and is reflected throughout this plan. A new body has been created, Community Justice Scotland (CJS), to provide leadership for the sector; enhanced opportunities for innovation: learning and development; improvement support where required; and independent professional assurance to Scottish Ministers on the collective achievement of community justice outcomes across Scotland.

South Lanarkshire Council and Justice Service partners have a proven good track record of partnership working. We will continue to develop this with assistance from Community Justice Scotland.

The detail of future commissioning of services for the voluntary and third sector will be a combination of nationally and locally commissioned services which will reflect the needs identified through consultation with people who use services, their families and other key stakeholders, to contribute to the positive outcomes for individuals and communities.

The Partnership will support and encourage voluntary and third sector providers to continue to attract funding from charitable sources. The proposed new 3 year Justice funding strategy is welcomed and will clearly benefit future planning and work.

South Lanarkshire will fully participate with the national body to ensure the ongoing development and successful implementation of all priority areas in our localities. We are collectively committed to keeping people at the centre of our communities and working effectively together to improve everyone's life experiences by increasing opportunities for positive change.

Our local responses will be people centred and creative, fully utilising the talents of;

- People who use our services and their families
- Our communities – including faith and belief groups

- Statutory partners

We will work to create community ownership of these changes and help people to create lives that are worth living where there are opportunities to make positive contributions by:

- Having the chance to give back when you have been helped
- Meaningful employment
- Using the expert knowledge of people who a lived experience of justice services to positively influence the development of services
- Overcoming adversity
- Making amends

We are conscious in South Lanarkshire that we are building on the significant improvements achieved during the nine years of the Lanarkshire Community Justice Authority.

2. Background

As at June 2015, South Lanarkshire had an estimated population of 316,230 and is the 5th largest local authority in Scotland. South Lanarkshire is located in the Central Belt of Scotland and straddles the upper reaches of the River Clyde, extending into the Southern Uplands. It covers 1,772 square kilometres - the 11th largest land area in Scotland - almost 80% of which is in agricultural use. The area encompasses a diverse mix of urban and rural environments. Its major settlements lie in the north of the Council area and include Hamilton, the former county town, the former New Town of East Kilbride, and smaller towns such as Cambuslang and Rutherglen which lie close to the City of Glasgow. The rural area includes former market towns such as Lanark and Strathaven and former mining settlements such as Forth and Carluke.

The results of the 2016 Scottish Index of Multiple Deprivation (SIMD2016) show that in total, 62 or 14.4% of all the 431 data zones in South Lanarkshire were in the 15% most deprived in Scotland under the SIMD2016. A total of 21 – 4.9% of all South Lanarkshire data zones - were amongst the 5% most deprived in Scotland.

In terms of employment 16.9% were in the 15% most deprived in Scotland for Employment Deprivation, 16.2% for Education Deprivation, 16% for Health Deprivation and 13.9% for both Crime and Income Deprivation but only 6.5% for Housing deprivation.

The SIMD2016 identified 41,670 Income deprived people in South Lanarkshire – 13.2% of South Lanarkshire's total population - and an estimated 23,935 Employment deprived people in South Lanarkshire – 11.9% of South Lanarkshire's working age population. Both numbers were the 5th largest in Scotland and the rates were the 10th highest. The Income and Employment deprivation rates in South Lanarkshire have always been above the Scottish averages and in the SIMD2016 the gap was the widest since the SIMD2006 results.

The South Lanarkshire Community Planning Partnership (CPP) works to improve the quality of life for people in South Lanarkshire by improving service delivery. The partnership board provides strategic leadership and oversees partnership activity to support the delivery of its agreed vision and outcomes, as set out in the South Lanarkshire Single Outcome Agreement 2013-2023.

South Lanarkshire's Community Planning Partnership has an established Partnership Improvement Plan (PIP) for 2016/17.

There are five individual PIP's as follows:

- Community Safety;
- Economic Growth;
- Getting it Right for South Lanarkshire's Children;
- Health and Care;
- Tackling Poverty and Inequalities.

This plan is currently aligned to the Community Safety Partnership structures but has clear links with the other Planning Partnership structures.

3. National Arrangements

The Community Justice (Scotland) Act 2016 outlines the process of change that will result in the disestablishment of the existing 8 Community Justice Authorities on 31 March 2017 and the introduction of the new Community Justice model on 1 April 2017.

The objectives of the Act are to create a stronger community justice system based on local collaborative strategic planning and delivery, with national leadership, support and professional assurance. It does not require statutory partners to carry out their duties in a way that would conflict with existing statutory duties. For example, the role of Scottish Courts and Tribunals Service is carried out to the extent that it does not conflict with its role of supporting the courts, or influence sentencing decisions.

A new national body, Community Justice Scotland (CJS), has been established to provide leadership, opportunities for innovation, learning and development and to provide assurance on the delivery of improved outcomes for those who re-offend. Community Justice Scotland is directly accountable to Scottish Ministers and has additional functions to:

- provide national, professional and strategic leadership
- offer expert advice and make recommendations to Scottish Ministers
- oversee the delivery of the national outcomes, performance and improvement framework for community justice in Scotland

To demonstrate a strategic approach at a national, regional and local level the establishment of a hub for innovation and learning and development, within the CJS, will help to evidence what works to inform commissioning and practice, and ensure partnership standards are attained.

4. Local Arrangements

Vision Statement:

‘We aim to bring together a justice system that contributes positively to a flourishing Lanarkshire, helping to support an inclusive and respectful society in which all people and communities live in safety and security, where individual and collective rights are supported, and where disputes are resolved fairly and swiftly.’

All engaged Partners have participated and contributed to the creation of the South Lanarkshire Community Justice plan 2017- 2022. The Crown Prosecution Service will ensure continued participation and engagement through regular links with statutory partners. We are confident that the work undertaken in the transition year will ensure a smooth progression to the new model from 01 April 2017.

The Community Safety Partnership, one of seven Community Planning Partnerships in South Lanarkshire, is supported by the Safer South Lanarkshire Board (SSLB). In terms of the formal status and governance for the new community justice model, the SSLB will broaden its focus to take responsibility for monitoring performance. This will ensure strategic outcomes for community justice services in South Lanarkshire are being achieved against the national framework for outcomes, performance and improvement.

The SSLB meet on a quarterly basis, with representation from South Lanarkshire Council, including elected members, and partner agencies, including Police Scotland, Scottish Fire and Rescue Service, LCJA, HMP Addiewell and NHS Lanarkshire. These members of the SSLB provide the relevant skills and understanding to monitor and challenge performance management.

In addition, the current priorities for the Community Planning Partnership's structures for reducing offending are already incorporated in the role and responsibilities of the SSLB through their scrutiny of the Community Safety Strategy 2012/2017, which includes actions to reducing reoffending. The SSLB also provide the scrutiny for local police and fire plans on behalf of the Council, therefore there is a strong rationale for the decision that the local governance arrangements for community justice be carried out by the SSLB to take advantage of established partnership working structures.

The Community Empowerment Scotland Act 2015 places a duty on Community Planning Partnerships to produce Local Outcome Improvement Plans (LOIPs) and associated Locality Plans. These plans, which will have a strong focus on tackling inequalities, will consider a number of key Partnership priorities responding to local needs and to the views of communities. South Lanarkshire Community Planning Partnership will produce the LOIP by October 2017 and the CPP Thematic Boards will play a key role in identifying the key improvement outcomes and associated actions. The Community Justice Local Outcomes Improvement Plan will be aligned with the Community Planning Partnership.

A Strategic Commissioning group is already established as part of the integration of health and social care and the community justice partners will actively engage with this group who are directly linked to the locality planning for our area. Both third sector and independent sector providers are represented within this structure of governance both at a strategic and local level. Community Justice engagement in this key strategic area will be developed in the first year.

4.1 Community Justice Partners Strategic Planning and Governance:

The structure to bring key partners together to discharge these responsibilities is as follows



The Community Justice Partnership (referred to as the Partnership) is responsible for the local strategic planning and development of services for community justice within South Lanarkshire. Through its work the Partnership will work together with third sector colleagues, communities and people with convictions to reduce re-offending and the subsequent impact upon victims and communities within South Lanarkshire.

To fulfil its duties, the Partnership will address the following core functions:

- Strategic Planning and Commissioning of Services
- Continuous Improvement and Performance Management
- Public Information and Communication

The Safer South Lanarkshire Board will ensure that community justice arrangements will link into the wider Community Planning process and other community planning partnership themes for example Tackling Poverty, Early years, Economic growth and recovery, Employment,

Health inequalities, Outcomes for Older People, Safer and stronger communities. This will be reviewed during the first year of operation with reflection on how other councils have structured their governance arrangements and the effectiveness of our current model.

The Council's Chief Social Work Officer will continue to chair the Partnership, with the core set of statutory partners who have a significant contribution to make to community justice in local partnership arrangements. The core membership of the Partnership consists of representation from:

- South Lanarkshire Council; Housing, Justice and training services
- South Lanarkshire Health and Social Care Integration Joint Board
- Police Scotland
- NHS Lanarkshire
- Victim Support Scotland
- Skills Development Scotland
- Scottish Prison Services
- Scottish Fire and Rescue Service
- Lanarkshire Alcohol and Drug Partnership (LADP)
- Third Sector Interface (VASLAN)
- Scottish Court and Tribunal Service
- Crown Office and Procurator Fiscal Service (COPFS). The partnership is building on the existing range of meetings between this sector and partners to ensure engagement and participation

The Partnership will continue to widen its membership to help establish individual sub groups. This will allow for a more focussed approach to different categories of offenders for example MAPPA, Women Offenders, and Youth Offender Management.

The Partnership is the key local partnership in terms of the planning of community justice policy and practice. The contribution of the Partnership to strategic planning falls into the following broad categories:

- Development, oversight and review of the South Lanarkshire Community Justice Strategy
- Communication, collaboration and co-operation
- Making and maintaining links with other planning forums

All Partners will be working collectively to achieve improvements in strategic planning and public understanding of Community Justice.

Sub groups will be led by the most appropriate partner and supported by the Community Justice Co-ordinator. The Partnership will provide the strategic direction by setting out how it will communicate and engage with key stakeholders on the future model for community justice services in South Lanarkshire.

The Partnership's sub groups will consistently and openly communicate and engage with stakeholders to deliver key messages to ensure that service users, victims and local communities are fully engaged in helping to shape and drive future development.

4.2 Community Justice profile for the area:

The following six priority areas were identified by the Community Justice Authority and will remain as we move forward with the new community justice arrangements. These are:

Health

- Role of Alcohol and Drug Partnership – key ministerial priorities which include a planned approach to responding to the needs of prisoners
- Police Custody Suites – a key source of information and referrals for local services

Transition to community

- There are many good services in place in Lanarkshire such as: New Routes Public Social Partnership supporting males up to the age of 25; Addiewell Money Advice Project; Addiewell Housing Advice Project; Circle Families Affected by Imprisonment and Passport to Industry

MAPPA

- MAPPA is the process by which Registered Sex Offenders (RSOs) are managed in the community. Since 31 March 2012 the number of Level 1 RSOs has more than doubled. The MAPPA Annual Report will be published on Lanarkshire CJA website later in the year

Young People

- Key issues include: high levels of males under 18 in custody although under 25s in custody has reduced
- There are many innovative projects in Lanarkshire for example Chance to Change Public Social Partnership (PSP); Access to Industry
- Since the demise of the Youth Courts funding remains a key issue

Women

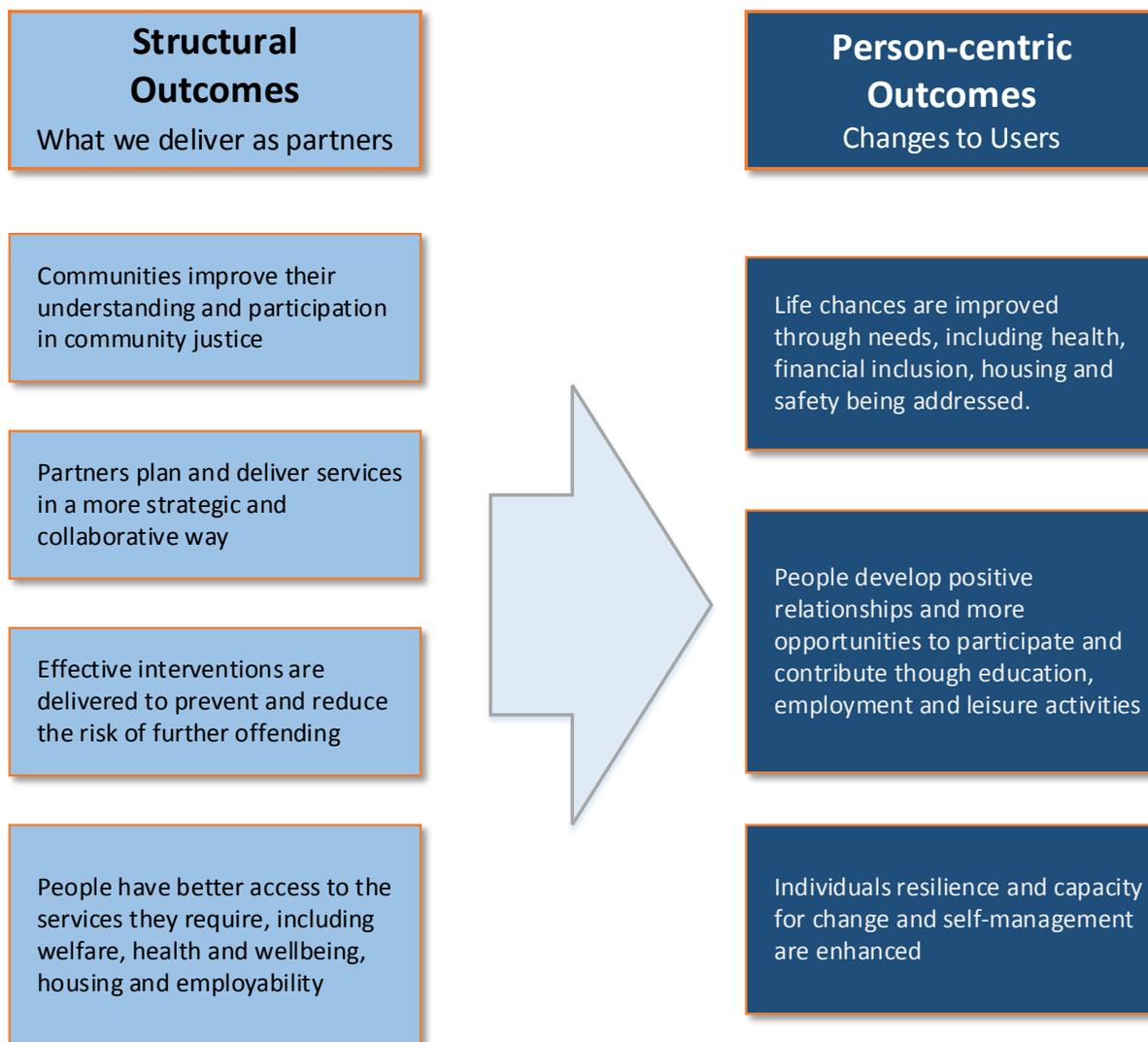
- Women offenders account for 5% of the prison population across Scotland 3.59% in Lanarkshire
- 5 projects funded in South Lanarkshire and we are in a far better position to provide the right support at the right time
- Nature of funding – short term
- Takes time to influence reconviction rates

Training

- LCJA Training and Development Officer has provided training on: MAPPA risk assessment, supported staff to achieve accreditation on Spousal Assault Risk Assessments (SARA) 'train the trainer'
- Support has also been provided to host a number of conferences and development days for staff

The new Community Justice partnership will use the common outcomes indicators to progress these priorities:

Community Justice Common Outcomes Diagram



4.3 Supporting Partners to participate:

A local participatory event is planned to take place in 2017 to share with partners the available outcomes information:

- CAB project at Addiewell
- Community Payback annual report
- SACRO – variety of services delivered locally
- Circle – annual report
- Liber8 Lanarkshire Ltd – annual report

and to provide the Partnership with an overview of the perceived priorities for the area. The report from this event will, together with other local and national information guide the strategic joint commissioning of future services. This approach will be tested in 2017 and if effective will become an annual event that will include service user experiences and voluntary/third/independent sector participation. Logic modelling will be used to capture information and link to projected outcomes for service users, their families and communities.

The above will be used by partners to inform service delivery and ensure local priorities are continually influenced by locally generated information as well as the Scottish Government information on effective interventions that have an established credibility in terms of improved outcomes for people and communities.

Prior to this event partners are encouraged to contribute to the planning of this event by identifying good practice and positive outcomes that people using services have experienced. The Partnership will consider how best to capture people's stories and link with other groups who have experience in this area for example Mental Health Services. Links are being developed with the Scottish Recovery Network to enhance opportunities for people to engage in sharing their experiences.

5. Participation Statement:

An equality impact assessment was undertaken and there were no negative impacts identified with the nine protected characteristic groups (age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion & belief, sex (gender), sexual orientation) by the introduction of this Plan. Ensuring the continuous improvement in services will be integral in the self evaluation process which will promote the positive impact of this strategy on services to all groups.

There have been regular meetings of the Partnership which was established in 2016. Partners have had the opportunity to participate in the creation of this first plan.

Third sector and independent providers have been the focus of individual consultations and the Partnership plans to attend as many service user events with these providers as possible throughout the lifetime of the plan to gather key information on what is working and how responses could be improved. There is an active forum to bring together providers in the area; LEAF (Literacy, Employability, Accommodation, Finance).

Attracting new providers where gaps are identified will be given consideration in the first year with any national supports being utilised to progress this area of development.

A working group is established to bring together key partners from Children's services to progress the whole systems approach to improving outcomes for children and young people. The Justice Manager is engaging this group to progress key areas of development.

A Communications Group has been established which is open to all statutory partners. The creation of a communications strategy is their first task which will ensure a collaborative approach that utilises partners' current methods of communication to minimise costs.

On an ongoing basis all partners will seek to engage with the people who use their service and when appropriate with their families and the wider community. As they progress we will report on this activity to the Community Justice Partnership. Reviewing current engagement methods and improving and expanding on these will be a key activity which partners will be asked to evaluate annually with key performance indicators and continuous improvement being at the heart of the participation process in South Lanarkshire.

It is intended that all partners will participate in a series of four annual locality events to promote information sharing with; communities, people who use community justice services and their families and staff and volunteers who work in the area. These events will facilitate users of service and communities to communicate directly with providers on how their service is performing and information received from this source will be used to modify service delivery to meet needs of the service user, their families, wider communities and partner providers. This will contribute to the continuous improvement in South Lanarkshire.

A Faith and Belief groups partnership has operated in Lanarkshire to promote positive responses to local issues, for example, suicide prevention and dementia. An engagement event is planned for the spring of 2017 to introduce the community justice agenda and explore opportunities to collaborate with the faith groups to improve the experience and outcomes for people who use services and their families. The group has already signed the 'See Me' pledge as a collective force to end the discrimination against people with a lived experience of

poor mental health and it is hoped that we can build on this experience to end the stigma experienced by families and individuals who have a history of offending.

Please see the participation statement (Appendix 1) for more details.

Agreeing Priorities collectively:

There is a range of local information that can be used to inform priorities for the area, this includes:

- Feedback from interactive workshops engaging mental health and addictions/substance misuse staff
- Outcomes from Criminal Justice and Mental Health Collaboration event
- Anti Social Behaviour consultations
- Outcomes from Access to Work participants
- CAB analysis generally and specifically the outcomes report from the Addiewell project
- Victim Support annual reporting
- Move the Goalpost pilot with offenders and community initiatives
- South Lanarkshire strategic needs assessment priorities
- Police analytical data
- Police quarterly management information (broken down to council area)
- Feedback from police inputs on knife crime and internet safety
- Your View Counts survey
- Connecting communities youth hate crime survey (will be conducted in early 2017)
- South Lanarkshire's Gender-Based Violence Partnership Strategy 2016 – 2019
- Service user feedback from justice service (SNAP tool, electronic collation of information)
- Youth Justice operates a whole systems approach and will provide data via the current systems
- Annual reports from all relevant voluntary sector providers in the area
- Scottish prison service statistics on custody numbers
- Homelessness and other safe housing options analysis report

The main emphasis in the first year are the priorities identified by the CJA and any emerging themes from engagement events and the reports from partners will inform the partnership responses to contribute to prevention and desistance from offending.

6. Common outcomes and indicators:

Improved Community Understanding and Participation:

Informing local communities about community justice issues and involving them in the decisions that affect them will support reintegration, reduce stigma, and lead to the delivery of better, more responsive services and improved community justice outcomes. . The partnership is committed to ensuring this is given priority and engagement with communities to improve understanding of and participation in the Community Justice developments in South Lanarkshire will be integral to the planning of services and the improved outcomes for people who offend. The National Strategy for Community Justice in Scotland outlines the following groups as being important to engage with:

- Victims of crime and their families
- People with convictions and their families
- People who live in the community
- Local businesses
- Community bodies

Although it is accepted - by the Scottish Government - that each area will have their own definition of 'community' including a range of different interests and geographical areas, in South Lanarkshire we have organised our services into four distinct localities:

- East Kilbride/Strathaven

- Clydesdale
- Rutherglen/Cambuslang
- Hamilton/Blantyre/Larkhall

These will be used for most purposes however, to ensure we are effectively engaging with all areas we will be responsive to local issues and will undertake additional activity in areas that are perceived as 'harder to reach' to ensure we are creating equality of access in our participation with communities. There are already good examples of this in our area:

- Police/health/ youth diversion initiatives on key nights to reduce disruption in communities
- Targeted capacity building in our most deprived communities building levels of community participation and involvement
- Training people from our most challenging areas to deliver mindfulness classes
- LISTEN (Local information sharing to enhance networking) events are planned for the start of 2017 to encourage providers to share information and listen to feedback from the locality on what is working well for them and what they would like to see improved
- Local Problem Solving Groups
- Your View Counts Survey
- The Gender-Based Violence Partnership is currently developing a mechanism to gather qualitative feedback from service users about their experience of using services

Victims of crime:

There are a range of services designed to support the victims of crime. These include:

- Victim support
- Rape crisis
- Women's Aid and ASSIST
- Gender Based Violence (GBV) Services (Health and Social Care Partnership)
- Fearless, SACRO
- Petal
- Police Family Liaison Officers, Sexual Offence Liaison Officers and Safer Communities officers all of whom support victims

There are currently no restorative justice projects in South Lanarkshire that are able to be accessed direct by victims. The SACRO restorative justice service is only available as a court diversion from prosecution. The partnership will explore with agencies that support victims of crime to consider developments in this area.

There are other services that although not specific to supporting victims of crime they nevertheless offer vital supports to people directly affected by crime including generic bereavement counselling services, money advice services, community cafes, peer support and community groups. Many of our statutory partners are involved with supporting victims of crime on a daily basis, for example emergency health services, mental health services, substance misuse and children's services all work with people whose engagement with services is rooted in their having been the victims of crime, often these experiences have been traumatic.

All the statutory partners in new Community Justice Services will ensure the interests of victims and issues that are raised by the agencies who support victims or by individual victims are giving the highest priority and continuous focus until issues identified are resolved to the satisfaction of the victims concerned whenever possible. Responses to victims of hate crime will have special attention with a range of activities to support people who are at high risk of being a victim of a hate crime.

The Disclosure Scheme (Domestic Abuse Scotland) is a Police Scotland initiative which aims to prevent domestic abuse by empowering both men and women with the right to ask about the background of their partner, potential partner or someone who is in a relationship with

someone they know, and there is a concern that the individual may be abusive. The scheme aims to enable potential victims to make an informed choice on whether to continue the relationship, and provides further help and support to assist the potential victim when making that informed choice.

Multi Agency Risk Assessment Conferences (MARAC) is a process established to respond to victims of domestic abuse at very high risk of further harm and domestic homicide. It offers a coordinated approach to supporting high risk victims, can improve victim safety, can decrease the number of police call outs and ultimately reduce public sector spending in the long run. MARAC offers risk protection for the public, risk protection for organisations, provides an active preventative approach to community safety and gives staff a clear route to escalate cases of high risk public protection. In a single meeting, a MARAC combines up to date risk information with a comprehensive assessment of a victim's needs and links those directly to the provision of appropriate services for all those involved in a high risk domestic abuse case: victim, children and perpetrator.

Eliminating human trafficking is a key national aim and South Lanarkshire has participated in the training events. Partners will have the opportunity to further engage in local activities to promote increased knowledge of effective actions to respond to concerns re human trafficking.

Collaboration and co-ordination between both statutory and non-statutory partners at a national and local level

It is important that all partners are aware of the change in focus and take action to review strategic documents to ensure that language and content is conducive to the reintegration of people with an offending history into their local community. There are a plethora of strategies that can be used to promote and support the changes in the emphasis that the new Community Justice strategy is aiming to achieve. This will contribute to the delivery of positive outcomes for individuals, families and communities:

- [South Lanarkshire Local Policing Plan](#)
- [Scottish Prison Service Annual Delivery Plan](#)
- [Anti social behaviour Strategy 2015-2017](#)
- [South Lanarkshire Community Safety Strategy 2012-2017](#)
- [South Lanarkshire Economic Strategy 2013-2023](#)
- [South Lanarkshire Autism Action Plan](#)
- [Preventing offending \(Getting it right for children and young people\)](#)
- [Lanarkshire Alcohol and Drug Strategy 2015-2018](#)
- [MAPPA Annual Report](#)
- [South Lanarkshire Gender-Based Violence Partnership Strategy 2016-2019](#)
- [Corporate Parenting Strategy and Action Plan 2016-2018](#)

This process will be supported by the Partnership and will be part of the activities designed to support the collaborative coordination of activities to ensure resources are shared and used effectively to achieve common goals.

There are already some key forums that are actively engaged in a range of activities that will contribute to shared goals by ensuring earlier intervention to prevent engagement with justice services whenever possible, for example:

- Improving the Response to Distress in Lanarkshire is a multi agency forum that brings all key partners together to coordinate responses to distress – the new Distress Brief Interventions approach and several other key developments to improve outcomes for people in distress are all coordinated by this group
- Alcohol and drug partnership developments
- Problem Solving multi agency meetings in our four localities

- Gender based violence strategic partnership
- Women specific services
- Veteran 1st point Lanarkshire
- Well Connected – our social prescribing initiatives which already targets people in our justice service, substance misuse, mental health and homeless units to improve access by the most disadvantaged groups to activities that promote health and wellbeing and aid recovery
- Autism Resource Coordination Hub (ARCH)
- Lanarkshire Multiagency No Knives Better Lives Group
- SACRO

There are a range of third sector partners involved in delivering a wide variety of Justice Services. For example: Venture trust; Circle and SACRO.

The Partnership will establish a joint commissioning process which will link with the existing multi agency strategic commissioning group. We will also support third/ voluntary sector providers and people with lived experience to attract funding from a wide variety of sources to create responsive services to address local issues and contribute to the prevention and desistance from offending.

Employability improvement services:

As a Partnership we will explore how we can better engage with local businesses by collaborating more effectively with current activities both in the statutory services and the third sector to more consistently and effectively ensure barriers to employment are minimised in our area. Improving partners' engagement with employability resources will be a focus of attention in the early stages. Skills Development Scotland are actively engaged in the Partnership and already have well established links with all key stakeholders to progress and improve outcomes in our area.

Prison based employment support services are already in place in some establishments and our Scottish Prison Service representative will be involved in supporting the establishment of linked developments in any establishments that are identifying this as an issue. This will be done in partnership with Skills Development Scotland and key third sector providers.

Ensuring continuity of prison employment based initiatives during the transition will be given priority.

Activities to encourage story telling will have a strand that emphasises the positive impact employment can have on reducing offending. The engagement with story-telling will offer an opportunity for individual person centred progress whilst also offering hope and mentoring to people with a history of offending and those at higher risk of becoming involved in offences. Partners will also explore engagement with our local peer support networks to increase the opportunities for those with a lived experience of offending to positively influence others.

It is hoped that people supported in telling their stories can also engage with community groups and networks, for example the faith and belief groups' event in the area. Viewing this activity as part of the person centred change process and finding ways to share these local stories with the judiciary will be sought.

A short life employability sub group will be convened in 2017 to explore what is already in place and to identify opportunities to enhance employment prospects for people who have a history of offending. Links with trade unions are being established with a work shop on reducing the barriers to employment for a range of disadvantaged groups. It is hoped that we can achieve this in early 2017, we would hope that improved outcomes from this work shop will contribute to preventing offending as well as supporting sustained desistance.

There is currently a review of council employability services which the Partnership will consider once the implications are known.

A local initiative with council trade unions will be explored further by convening an event to allow a wider collaboration of trade unions from across the Partnership.

Another local initiative that is being explored is within our commissioning strategy we would seek to ensure that where possible money spent on local initiatives also improved the employment opportunities for people with a history of offending or those at risk of becoming involved in offending.

Housing

South Lanarkshire Council's Housing and Technical Resources are aware of the need to work closely with SPS and other partners to prevent homelessness among those serving sentences. There is currently a prison discharge protocol drawn up in 2012 between Housing and Technical Resources and Social Work Resources. This sets out how both resources work together to meet the housing needs of prisoners.

Funding is also provided to part fund a post within HMP Addiewell that provides housing advice to short term prisoners from the South Lanarkshire area.

There is also a specialist service dealing with resettling those involved in the criminal justice system. The resettlement service provides support to all offenders who are managed under the current MAPPA legislation. The support ranges from accessing and risk assessing accommodation on release from prison, providing housing support to sustain tenancies and prevent homelessness. This service is looking to develop its role in providing housing options advice at an early stage for prisoners to look at ways of preventing future homelessness in line with our prison discharge protocol. The Resettlement team acts as a conduit for all prisoners from South Lanarkshire by working with Social Work Resources 'Throughcare' to provide links to the appropriate area housing office for long term prisoners.

The Homelessness Manager attended the national event for SPS and Housing Services and is an active member of a current working group that is working on a national approach to preventing homelessness among those serving sentences. We are keen to develop our own services to meet the needs of short term prisoners in line with the national approach.

Health

Health services provide crucial services to both prevent people from offending and to support people with a history of offending to change their behaviour and lifestyle, these include:

- General Practice
- Mental Health Services
- Addiction services
- Health and Homeless
- Assessment of developmental disorders and brain injury and support to manage these and other long term conditions
- Health Improvement initiatives with additional targeting for harder to reach groups

There is already a significant history of partnership working in our area and this is an excellent opportunity to expand the joint Police/NHS work to deliver preventative inputs on topics such as legal high/drug misuse and the mental wellbeing impact of cyber activity particularly susceptibility to exploitation/radicalisation which actively seeks to engage with the third and voluntary sector providers and is informed by service user engagement and participation. To build on this good practice a short life working group has been established with key health personnel via the representative on the Partnership. This group will seek to maximise positive opportunities to collaborate in any developments that seek to improve provision to people who

are at risk of being involved in offending or who have an offending history and their families and victims of crime.

The links between offending and poor mental health have long been recognised and much work has been carried out to improve the outcomes for people who have lived experience of traumatic and adverse life events and circumstances to reduce the risk of poor life experiences continuing to be the norm. We have a plethora of free self help options available and accessible including:

- Beating the Blues
- Living Life to the Full
- Wellness Recovery Action Planning
- MyRap
- Stress Control classes
- Mindfulness

South Lanarkshire is also one of the pilot areas for the responding to distress initiative; Distress Brief Interventions. This is being delivered in partnership with the third sector to target people who are coming into contact with the police and emergency health service in repeat distress circumstances.

The Partnership are working to ensure that:

‘Every contact in the community justice pathway should be considered a health improvement opportunity. Partners should work in collaboration to ensure that individuals have access to essential health services, substance use, and specialist mental health services from point of arrest onwards and to ensure continuity of care following a community/custodial sentence or remand’

Health is well represented on the Partnership. When required short life working groups will be convened and will work to build on the substantial developments in the area and continually seek to improve the effectiveness of the pathways that ensure the equality of access to health promoting services.

The Partnership will support activities that proactively target any group to prevent involvement in justice services where mental health issues or developmental conditions are identified. For example; Veterans 1st Point Lanarkshire has been a key development in the area that seeks to support the reintegration of veterans to civilian life. The services are provided by people with a lived experience of active service in the forces wherever possible and are delivered in partnership with third sector providers. The accessibility of services to support people with post traumatic stress disorder has been improved and there is active engagement with key partners to further develop supports for this group.

Acquired brain injury can have a negative effect on behaviour and supporting people with brain injury to manage their behaviours will continue to be a high priority with a specialist team located in NHS Lanarkshire.

Very specialised services are also provided in our area by Forensic Mental Health Services including a low Secure Unit with a Forensic Unit and The State Hospital, Carstairs both sited in South Lanarkshire.

Financial Inclusion

The partnership plans to develop simple, quick and effective referral processes into advice services to make sure that people who have committed offences and their families are provided with the help they need as quickly as possible and in a way that is right for them.

The Council's Money Matters Advice Services provides welfare rights, income maximisation, debt and budgeting advice and are co-located with Social Work departments in each of the four distinct localities: East Kilbride and Strathaven, Clydesdale, Rutherglen/Cambuslang, Hamilton/Blantyre/Larkhall.

Citizens Advice Bureau are also located in each of these four areas, providing free, confidential and independent holistic advice on social security, housing, debt, immigration, employment and other matters. A range of projects provide targeted advice for veterans, people with long term health conditions, women experiencing domestic abuse and other vulnerable groups as well as in-court representation for housing and other debt.

These organisations and others with an interest in supporting resident's most basic needs including their financial wellbeing are members of the South Lanarkshire Financial Inclusion Network which supports partnership working, information sharing and making the best use of resources available. A workshop with the network to explore what more can be done to support offenders and their families, in relation to meeting their basic needs will take place in 2017.

The Department of Working Pensions has a dedicated visiting service for vulnerable customers which is being promoted within the partnership.

There is a willingness within these services to work with partners to ensure ease of access to their services by people who have committed offences, families and victims of crime.

Children Services

A multi agency forum has been established chaired by our Integrated Children's Services engaging with a full range of interested partners. This forum will continue to be the main community justice conduit for activities to support young people who have become involved in offending or those at high risk of committing offences.

We have a very forward thinking Education Psychology department and Children and Adolescents Mental Health service. The peer developments and adult story telling services may well have opportunities to influence these sectors and collaborate to achieve positive changes for individual and groups of young people. The No Knives Better Lives national conference which took place last year is a good example of this approach in action; Pan Lanarkshire multiagency group formed – good results after first year.

Children who are looked after at home or as part of the Corporate Parenting responsibilities will continue to have additional support and focus given the high incidences of children engaged in these services being at higher risk of being both victims of offences and of becoming involved in offending behaviour.

Social Work Resources chair a national Whole System Approach meeting to review the current experiences of young people transitioning from Children's Services to Justice Services. The outcomes of this review will be implemented as part of the community justice redesign.

South Lanarkshire's Gender-Based Violence Partnership

South Lanarkshire's Gender-Based Violence Partnership is the multi agency mechanism to deliver locally on Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls at a local level. The core activities of South Lanarkshire's Gender-Based Violence Partnership include:

- The carrying out of strategic reviews and annual planning

- Undertaking performance reporting and measuring progress towards agreed outcomes
- Disseminating learning and training to both specialist and non-specialist organisations
- Promoting a preventative approach by prioritising the tackling of gender inequality and social attitudes

Various pieces of work are currently in development and will be progressed over the coming year.

- An outcome analysis will be undertaken in relation to Multi Agency Risk Assessment Conferences (MARAC – responding to cases of domestic abuse where there is a risk of murder or serious harm) where we will gather both qualitative and quantitative data regarding the effectiveness of the MARAC process. A MARAC Operating Protocol is also in development
- Establish better partnership links with the Procurator Fiscal Service, the Change programme (court mandated domestic abuse perpetrator programme) and MAPPAs.
- Review the range and accessibility of resources for perpetrators where they do not meet the criteria for court mandated perpetrator programmes and consider the development of a non-court mandated programme
- Improve the gathering of qualitative information (in the form of service user feedback) as part of the partnership's performance management framework.
- Train four additional secondary schools to deliver the Mentors in Violence Prevention Programme within their setting. (www.mvpscotland.org.uk)
- Development and implementation of Forced Marriage Procedures.

Lanarkshire Alcohol and Drug Partnership (ADP)

Lanarkshire ADP is a multi-agency partnership that aims to improve the quality of life for everyone affected by Alcohol and Drugs Living in Lanarkshire. The ADP Strategy 2015-2018 has 3 key strands:

- Promoting the development of a recovery orientated system of care within our communities
- Safeguarding and promoting the interests of children and young people affected by substance misuse
- Supporting adults, including parents and older people with alcohol and/or drug related problems

Without question, the Community Justice agenda is woven into all three elements of the ADP Strategy and is delivered via a range of interventions and services which include:

- The Link Project: The Project, which will be managed through the Intensive Family Support Service, will provide services to young people under the age of 21 years currently remanded or serving a custodial sentence, of 4 years or under, within HMYOI Polmont or HMP Cornton Vale and who will live within South Lanarkshire upon release from prison. The main aim of the service will be to work with young people whilst they are in prison to agree a community reintegration plan and also continued support upon release
- Addaction and Addaction Youth. These services, support individuals and families affected by their own or another substance misuse problem offering a range of one-to-one or group based interventions
- Delivery of Solihull training to staff within HMP Addiewell. While the training is part of a wider North Lanarkshire focused programme, this training will be hugely beneficial for prisoners and staff members alike. South Lanarkshire will explore the expansion as part of their wider review of access to parenting skills development programmes

Multi Agency Public Protection Arrangements (MAPPAs)

South Lanarkshire Council are planning to maintain the existing pan Lanarkshire arrangements for MAPPAs service provision. There continues to be a single point of contact for MAPPAs referrals through the public protection office. MAPPAs service delivery will continue and further develop in accordance with the revised guidance, March 2016. Continuity of existing arrangements will ensure that there continue to be strong multi-agency public protection arrangements in place. MAPPAs Lanarkshire will continue to strive to deliver and

maintain the 10 recommendations identified within the thematic report (2016). South Lanarkshire Council are seeking to implement a renewed focus on Internet offending, in particular for those cases involving youth offenders. South Lanarkshire Council will also be implementing and managing MAPPA extension for violent offenders. Following the implementation of MAPPA templates, MAPPA Lanarkshire will continue to review the new documentation and the impact on service delivery.

Multi Agency Tasking And Coordinating (MATAC)

This is led by Police Scotland but is a partnership approach to targeting high risk, domestic abuse perpetrators.

Throughcare

South Lanarkshire Council will ensure the successful transition of people from custody to our communities and maintain strong partnership arrangements. We will continue to utilise and review the pan Lanarkshire, Justice Throughcare arrangements and improve outcomes for this group of service users and promote the Safer South Lanarkshire agenda. South Lanarkshire Justice Services will work in partnership with Children's services to ensure a robust throughcare service for youth offenders. This will enhance and support transitions for young people, many of whom have been formerly looked after and accommodated ensuring a whole system approach is embedded in the justice service delivery.

Improving outcomes:

The Community Justice Partnership will ensure there is a focus within all services on reducing the incidences and impact of offending within our communities. The members will ensure that all front line staff are made aware of any developments both local and nationally identified areas for improvement where appropriate. The sharing of evidence based good practise and supporting dissemination of key developments in localities will be part of the role of the partnership board members.

Where offences have been committed every effort will be made to fully utilise the pathways for:

- diversion from prosecution where appropriate
- alternatives to custody
- access to supports to address underlying issues that increase the risk of further offending

Diversion from Prosecution Service:

South Lanarkshire Council has been operating Diversion from Prosecution services for adults for over 20 years. This has been expanded to include younger people.

Diversion from Prosecution for Young People aged 16-17 years of age. The diversion protocol has been developed jointly by North and South Lanarkshire Councils and the Procurator Fiscal Service as one element of the Whole Systems Approach. The work in South Lanarkshire is undertaken by the Children and Families Teams. Assessments are undertaken in two weeks and on-going work can be for up to six months but is more likely to be for the duration of the planned intervention.

Adult Diversion from Prosecution is a general service for all those with an address in South Lanarkshire.

The most common resources include money and debt advice; drug and alcohol education and treatment; bereavement or general counselling; mentoring; parenting support; education, training and employment advice; and mental health services.

The Partners will seek to build on the successful schemes in the area with a focus on engaging more third sector providers in the ongoing support services to individuals and their families where appropriate and to ensuring that the community are aware of the scheme and are contributing to its success.

Bail Supervision Service:

South Lanarkshire Social Work Resources operate Bail Supervision on behalf of North and South Lanarkshire Councils with the aim of reducing the numbers of people being remanded in custody, and to contribute to the community safety agenda by constructively addressing the risk of re-offending by people on bail.

The service provides Supervised Bail Services to Hamilton, Lanark and Airdrie Sheriff Courts for people living in the North and South Lanarkshire area.

The person is offered support to avoid further trouble during the bail period, help to address problem areas in his/her life and reminded and supported to attend all Court appearances. This order is strictly supervised and any failure to comply is reported immediately to the police.

While all those at risk of being remanded in custody are viewed as possible candidates for bail supervision, additional consideration is given to those with mental health problems, single parents, young people aged 16-21, female offenders, no fixed abodes, those with drug or alcohol problems and anyone who might struggle to cope with custody.

In order to see a decrease in the use of remand South Lanarkshire would look to promote an increase in the use of Movement restriction conditions, restriction of liberty orders and bail supervision as alternatives to remand. There are indicators of an increase in young people on remand and we are currently exploring the underlying reasons of this so that actions can be taken to reduce numbers.

The partnership will achieve this through collaborative working with the full range of partners. Where appropriate we would look to develop individual tailored support packages.

Bail Information Service

The Bail Information Service is also a Pan Lanarkshire provision for people living in the North and South Lanarkshire area. The service provides cover to Hamilton, Lanark and Airdrie Sheriff Courts by the Lanarkshire Court Social Work Team. Over the course of the year Bail Information was offered to 602 service users within the area.

Women's Hubs

Within South Lanarkshire, women who are subject to a Criminal Justice Order or who are involved in the Criminal Justice System such as:

- Community Payback Order,
- Bail Supervision, Diversion,
- Structured Deferred Sentence
- Throughcare

These women are offered additional support to meet their specific needs, in the main through their attendance at Women's Hubs, which are located in Forth, Carluke, Hamilton East Kilbride and Rutherglen.

The 130 women who attended the hubs over the past year on a voluntary basis or as instructed by their CPO supervisor received individual support with:

- Steps to Excellence (confidence building)
- First Aid; Education; Employment/training preparation;
- Debt
- Welfare Issues
- Advocacy
- Substance Misuse
- Parenting
- Basic IT

- Food Hygiene

The hubs also provide a programme of inputs from a range of partner agencies such as Women's Aid Outreach, Venture Trust, SACRO Mentoring, Circle and Health and wellbeing screening.

Some of the women who have engaged in the Hub activities have now completed their orders but are continuing to attend the groups to support new members and are currently engaging in activities to contribute to recovery from adverse life experiences including engaging with the Scottish Recovery Network to participate in the Write to Recovery.

Faith and belief groups' engagement:

Within Lanarkshire there are a range of faith and belief group engagement opportunities that the partnership will use to both increase the public awareness of the Community Justice Partnership developments and to contribute to:

- preventing offending
- improving the outcomes for people with a history of offending and their families
- support the return to citizenship for those who are returning to the area from prison

Early interventions:

Sometimes early interventions are thought to only include targeting children. In terms of community justice a much wider interpretation of early intervention is needed. If a traumatic event occurs in anyone's life at any age the earlier that person is supported to overcome the adverse effects of the event the more likely it is that the person will learn to manage the negative impact on their life. The supports should be tailored to the person's needs and stage of recovery and include an element of personal skills development that enable the person to self manage their own recovery building on their strengths.

Childhood adversity will still be a focus of attention by partners and will include the following examples of good practise:

- Links will be maintained with education and health to share information on effective inputs with an evidence base for reducing impulsive behaviours by increasing the individual's skills in behaviour management, some examples: Public Health Practitioners nurturing programmes
- Programmes in our early learning and childcare establishments to promote emotional literacy
- Whole Systems (EEI) Early and Effective Interventions for under 18s
- Self nurturing programmes in schools
- Mindfulness programmes
- Intervention tools and resources to promote resilience and attachment developed by South Lanarkshire Council Educational Psychology Service:
 - Give Us a Break
 - The three FAIR programmes (Early Years Framework for Assessment and Intervention for Attachment and Resilience; Framework for Assessment and Intervention for Resilience; Post School Framework for Assessment and Intervention for Resilience)
 - Training in Literacy interventions delivered by South Lanarkshire Council Educational Psychology Service, for example reciprocal reading
 - Improving the home to nursery transition - How Early Attachment Relationships support Transition (H.E.A.R.T.) lead by South Lanarkshire Council Educational Psychology Service, and the Head Teacher of Glenlee Primary

Many school based programmes have an element of promoting self management of behaviours and these will be supported and encouraged by the community justice new design.

Ending the stigma faced by children when a parent has an offending history will be an area for focus and support to change through the already established links with education resources in our area.

There are several successful street based initiatives in our area targeting young people at higher risk of becoming involved in anti-social behaviour. Some are well established and have a plethora of positive outcomes that are reported on locally. The partnership engagement has been a key element in these successful initiatives that now have an evidence base for contributing to the reduction in offending and incidences of anti social behaviour in the areas with the highest incidences of crime. The Police have taken a leadership role in some of the more successful approaches and the community justice partnership would plan to learn from these successful initiatives and better link them to the new developments in employability, peer developments and reintegration into communities.

Evidence of impact on the territorial issues that arise between some of our communities and the reduction in sectarian and other hate crimes will be the focus of future attention.

The partnership is committed to supporting services that tackle the underlying reasons for offending, these are some examples:

- Lack of a secure home base
- Insecure attachment to parents or carers
- Poor quality relationships
- Recovery from traumatic events and adverse life circumstances
- Poor working experiences
- Lack of abilities to self regulate behaviour
- Lack of self belief

Individual/group programmes are already in place for those who are subject to statutory orders and the partnership will seek to improve the availability and targeting of services that prevent or address the above issues prior to involvement in offending behaviour by working in partnership with stakeholders in our area and encouraging assets based approaches.

Early interventions will also include the plethora of preventative interventions, delivered by a wide range of partners, for example:

- Development of cards to support individuals with additional support needs to communicate their condition effectively and minimise the risks of their behaviour being misunderstood
- Parenting skills classes and programmes that support parents to effectively manage children's behaviour and minimise the harmful effects of poor parenting, including specialised programmes for children with additional support needs
- Interventions to support the victims of domestic abuse and hate crimes
- Interventions to assist victims to overcome the negative impact of trauma and adverse life circumstances

Effective use of evidence based interventions

Evidence based interventions and programmes are already well embedded in the delivery of justice services in South Lanarkshire and the staff group are well trained and have access to appropriate development and opportunities to work innovatively with individuals and groups.

Currently the Criminal justice service operates a structured supervision programme which will be reviewed with the partnership in the first year. This is an individual programme for men and women who are subject to a community payback order.

A review of staff training in all partner stakeholders is also planned and will be undertaken and access to shared training enabled. It will be challenging for some providers to facilitate

attendance at multi agency training, we will create a strategy to promote multi agency training that is suitable for all partners.

Criminal justice services are currently providing a range of group work programs for example

- Moving forward making changes programme targeting high risk offenders
- CHANGE programme targeting perpetrators of Domestic Abuse
- Car Crime programme focusing on people who are committing road traffic offenses.
- Living Life to the full programme which promotes self management of positive mental health
- SMART recovery targeting people who misuse Substances

Third Sector interventions

There are a wide range of third sector providers operating in Lanarkshire and providing a range of excellent services to support all areas of community justice from the preventative range through to supports people who are serving sentences and those who are subject to community based orders and their families. The quality and range of providers is outlined in the CJA annual report.

Moving forward it is our intention to retain the Literacy, Education, Accommodation, Finance (LEAF) group to continue the collaborative engagement with providers in the area. The Partnership will also seek to ensure engagement of new third sector providers at all levels within the strategic and working groups that evolve to support and assist people who use services, their families and our communities.

Supporting funding applications will be a key strand of developments building on the Vaslan and council enterprise resources services that are already in place. Exploring how small tests of change can be supported by the Partnership is a priority as we move forward with our joint commissioning and coproduction strategic approach to support improved outcomes.

South Lanarkshire Services –SACRO

Arrest Referral Service: The Arrest Referral Service engages with people at the point of arrest whose offending is linked to drug or alcohol misuse. By seeing the offender as soon as they are arrested, Sacro can offer them a pathway into harm reduction, treatment and rehabilitation services.

Restorative Justice Service: Sacro's Restorative Justice Service provides the Procurator Fiscal with an alternative to prosecution. Court proceedings are put on hold while Sacro establishes, through dialogue with the parties involved, if they can reach and complete an action plan more acceptable to them than court.

Women's Mentoring Service: Sacro's Women's Mentoring Service provides a mentor who helps women build their self-esteem and confidence. Mentors are able to offer both practical and emotional support. The service helps women to develop their independence and quality of life, improve their social skills and motivation and work towards addressing a life free of offending.

Sacro Targeting Offending Practices (STOP): STOP is a diversion from prosecution programmes that provides the Procurator Fiscal (PF) and Early & Effective Intervention (EEI) teams with alternatives to prosecution. Court proceedings are put on hold whilst the person referred completes a Cognitive Behavioural programme to help them identify their attitudes and behaviours in relation to hate crimes, and how to use this knowledge to avoid similar offending in future. We also provide a national service for any individual in Scotland aged 12+ who is charged under the Offensive Behaviour at Football & Threatening Communications (Scotland) Act 2012.

Community Payback Service: Sacro works in partnership with the local authority to support individuals to successfully complete court issued Unpaid Work Orders.

Shine Women's Mentoring: Shine is a national mentoring service for women offenders. The service is provided as a public social partnership (PSP); a strategic partnership between public and voluntary sector organisations. Sacro is the lead delivery partner and works with seven other voluntary sector agencies: Access to Industry, Apex Scotland, Barnardo, Circle Scotland, Turning Point Scotland, Venture Trust and The Wise Group.

National Sacro Services Available in South Lanarkshire

Intensive Support Package: a professional public protection service that can be commissioned with adequate funding: This service can be delivered 24hrs a day over 365 days per year.

Circles of Support and Accountability: Circles of Support and Accountability (COSA) is a model of intervention that assists in the monitoring and community re-integration of certain high risk individuals who commit sexual offences. Each circle endeavours to address identified dynamic risk factors linked with the offender's Risk Management Plan (as agreed through the Multi Agency public Protection Arrangements (MAPPA)). Circles are not intended as an alternative to the formal risk management arrangements or statutory supervision of offenders. Circles provide an additional component to the risk management arrangements as dictated by the local MAPPA. Circles of Support and Accountability aim to prevent sexual abuse, working towards the objective of "no more victims".

FearLess: Fearless is a National domestic abuse service working with hidden survivors of domestic abuse across Scotland. The service is Big Lottery Funded and can work with any individual over 18 years old. This includes individuals who are: Male survivors, Lesbian Gay Bisexual and Transgender people, men and women from black and ethnic minority communities. Fearless is a partnership service between Sacro, Shakti Women's Aid, Respect and LGBT Youth. Fearless offers non-judgemental, one to one support for individuals experiencing domestic abuse.

Circle

In Partnership with ASC (Addictions, Support and Counselling) has developed a new service (Women's Outreach Team) in Lanarkshire supporting women Community Alternatives to Custody: Working in Partnership to Support Women and their Families Affected by the Criminal Justice System and Parental Substance Use.

Circle has appointed two Family Support Workers and one Addictions Counsellor to deliver this service supporting women in Lanarkshire affected by the criminal justice system. The purpose of this team is to develop and deliver family support services for women who have been given an alternative to custody, this being electronic monitoring or a community payback order. Big Lottery Funded until 2019.

Returning to our area

If a custodial sentence has been imposed the transition back to the community will be supported by all partners working collaboratively to support the individual to desist from further involvement in offending. This support will take account of the hierarchy of needs that all individuals require to be met in order for them to flourish:

- a secure place to stay – this not only involves housing but the supports to allow a person to sustain their tenancy. These supports will be different for each individual
- a secure income – a person may need supports to navigate benefits systems or to secure employment. They may also need support to manage their income effectively or deal with debt issues
- enough to eat – cooking on a budget or practical shopping advice
- positive personal relationships – for many individuals this will be the key element to sustaining a successful return to their community
- opportunities to contribute to their community – having the opportunity to give back and positively influence the outcomes for others will enhance the individuals desire to continue to desist from further offending

- opportunities to overcome adversity – addressing the underlying issues that have impacted negatively on a person’s development can be supported by appropriate diagnostics and support services to promote recovery
- We will review how families are engaged in programmes for change and seek families’ feedback to design more responsive services this will include how health services are accessed on return to home community

There are a wide variety of programmes provided in our prisons and it is important that these are recognised and the community based initiatives build upon progress made whilst the person is in custody. There is a significant evidence base that where efforts are made to link with the person whilst in custody and to establish contact during the preparation for release the engagement of the individual with community based services is likely to improve. This will be encouraged by the partnership and means sought to evidence this as an area for continuous improvement over the first year of the plan.

Initiatives already in place, for example; SPS Throughcare Support Officers (TSO’s) who look to support the first few weeks post custody, Police initiatives to link local officers with some individuals as part of their preparation for release, for example:

- Excellent project at HMP Addiewell with great results
- Single agency police work with Polmont continues and there’s a great opportunity to expand it to a partnership project. However, an information sharing protocol would have to be implemented
- The charity Prison, Me, No Way has delivered inputs that were well received by schoolchildren
- Access to Work initiatives in Polmont
- Circle Addiewell Project – Supporting fathers leaving HMP Addiewell, their children and their families.- recognising the importance of supporting the whole family and strengthening family ties to minimise reoffending
- Health Improvement run programmes in all prisons

All will be considered as part of the wider developments as the partnership progresses. Our representative on the Community Justice Partnership from SPS has indicated a willingness to support initiatives throughout the prison estates and to ensure good practice initiatives from all areas are shared with partners.

Person Centred:

South Lanarkshire Justice Services cover an extensive geographical area and have 4 locality teams based in Hamilton, Rutherglen, East Kilbride and Lanark. There is also the Unpaid Work Service with bases in both Blantyre and Lanark areas.

The Partners are committed to a Person-Centred Approach which keeps service users at the centre. Examples of this practice include having good liaison and relationships with the Court Social Worker and Bail Supervision Officer to ensure appropriate and consistent sharing of information. Further examples of Person-Centred Approaches include Bail Supervision and Diversion programmes to help to ensure that service users get the right help at the right time and receive proportionate responses.

To maximise compliance with orders a duty system is provided within local offices whereby service users are seen and signed up for new Community Payback Orders imposed that day in accordance with National Outcomes and Standards for Social Work in the Criminal Justice System.

Locality Social Work teams write Social Work Reports to aid sentencing. Individuals levels of risk are assessed at this stage using the Level of Service Inventory – Revised: Screening Version (LSI-R: SV). Further information for assessment includes the level of responsibility, denial/minimisation, level of planning, attitude and insight and impact and consequences on the

victim/community. Additionally Scottish Police Service Authority (SPSA) information assists with Pattern, Nature, Seriousness and Likelihood in the overall analysis.

For service users who commit sexual offences, a 3 Stage Model of Risk Assessment is applied:

- Risk Matrix 2000 (RM2000), a static risk assessment tool that specifically determines the risk of sexual and violent offending
- SA07/Stable is a dynamic risk assessment based on structured professional judgement
- SA07/Acute relates to risk monitoring and management

Community Payback Orders are responsive to the assessed needs identified. Social Workers ensure effectiveness of interventions through having close links with colleagues in other disciplines including Children and Families, Adults/Older People, Occupational Therapy, Psychological Services, Learning Disability Nurses and Substance Misuse. This is further enhanced through community partnership working with Lanarkshire Association for Mental Health, Lanarkshire Alcohol and Drugs Service, the Community Mental Health team, SACRO/SHINE (women's mentoring service), Liber8, Phoenix Futures, Venture Trust, Loretto/Penumbra and Blue Triangle Housing and the Jobcentre/DWP.

A number of group work interventions are delivered in South Lanarkshire Council in response to different needs. These include a Road Traffic Offender Group-Work Programme, a motivational programme called; Unlocking your Potential and The CHANGE programme for service users convicted of Domestic Violence Offences.

Some specific services are also designed in response to meeting the needs of specific service user groups. Women's Hubs have been set up and managed by our colleagues in a range of separate settings. Services are locally responsive and in Lanark for example, use is made of village resources to facilitate service user contact.

For young people involved in offending behaviour there are a number of intervention programmes that have been developed. Standard programmes that are used for this group of service users include the Structured Supervision Programme (SSP) and Time to Grow Programme. There is also the option to use additional programmes such as Anger Management and Alcohol and Drug programmes which can be tailored to respond to individual needs.

In South Lanarkshire there is a specific Public Protection Unit where MAPPA business is coordinated from. The High Risk Team work closely with the MAPPA team and deliver the Moving Forward: Making Changes (MF: MC) programme on an ongoing basis which is the national accredited programme for registered sex offenders. The team also undertake pre-group work or 2:1 work as defined. Specific needs related to responsivity characteristics are addressed through the Level of Service/Case Management Inventory (LS/CMI) and the ongoing work as part of a Community Payback Order.

In addition to group work, individual work is undertaken through the application of a Cognitive Behavioural Approach which incorporates both 'person centred' and 'strengths based' approaches. Interventions not only concentrate on risk factors but look at positive qualities to enable service users. Strong team working enables staff to have the confidence in challenging marginalisation and discrimination, whilst developing and fostering strong working relationships which leads to improved outcomes for service users.

Working within National Objectives and Standards, SLC's Code of Conduct and the SSSC means interviewing, report writing, case management, recording and the review process are part of daily activities. Role clarification in terms of what we do, why we do it and what's still to be agreed is essential to forming and maintaining positive and genuine engagement with

service users. Case management plans are sensitive and appropriate to assessed needs that consider the individual but also safeguards society.

The partners' value base which includes treating service users with respect, promoting individualisation and anti-discriminatory practice contributes to an empowering, enabling and person-centred approach to working with service users.

7 Scottish Government Funding

The new national funding formula arrangements for Section 27 of section 27A(1) and section 27B(1) of the Social Work (Scotland) Act 1968 has still to be confirmed.

Dependent on the 3 year funding plan, still to be confirmed by the Scottish Government, consideration will be given as to how partner resources will be leveraged to support change and innovation locally, to ensure the most effective use of S27 funding to be provided.

8. Future Planning

The Community Justice (Scotland) Act places a duty on community justice partners to prepare a local community justice outcomes improvement plan, and report on it each year, with the first plan to be developed and implemented from 1 April 2017.

Here in South Lanarkshire there has been a need to take into account justice work which is undertaken across both Lanarkshire North and South local authority boundary areas. To ensure consistency for service users' agreement has been reached to maintain statutory shared services which are currently being undertaken with partners across the LCJA area. Examples of these shared services in the Lanarkshire CJA area include:

- MAPPA
- MATAC
- Court Services
- Through Care Services
- DTTO

The current work of the Justice team benefits from a number of successful partnerships with a range of partners who actively contribute to reducing reoffending, with the principles of prevention and protection built into the outcomes to be achieved.

With reference to future development, South Lanarkshire Council has shown leadership and drive in developing and moving forward services alongside partners, including the third sector, as evidenced in the improved services for Women Offenders. South Lanarkshire is also the only local authority in Scotland that uses a Structured Supervision Programme to successfully challenge offending behaviour by individuals who have been made subject of a Community Payback Order.

Similarly, South Lanarkshire Council is one of three local authorities across Scotland who has been accepted as a 'test site' for future development of 'Reducing the use of Remand and Short Sentences in Scotland'. Consequently, the work force thrives on innovation to ensure services are continually improved to meet the needs of service users and local communities.

The current LCJA Area Plan 2014-2017 runs until March 2017 and the local community planning partners will continue to contribute to achieving the priorities identified within the plan.

Reconviction rates are published annually by the Scottish Government in the 'Statistical Bulletin – Crime and Justice Series'. This publication provides information which enables CJAs to analyse trends relating to particular groups of offenders. Currently reconviction rates are not available for North and South Lanarkshire independently of each other on by the CJA area. The Justice Analytical Unit with the Scottish Government are currently working towards

publishing the reconviction rates by each local authority area for the 2014-2015 cohort of offenders which will be published in 2017.

To help take the work forward in the development of the local community justice outcome improvement plan for 2017/18, a local profile of offenders and offending in the South Lanarkshire area will be undertaken by the Community Safety Partnership Analyst. The key aim of the profile will be to gain a greater understanding of offenders and offending in the local authority area and identify those priorities and activities which require to be implemented in order to meet the needs of the national outcome, performance and improvement framework.

9 Proposed Timescales

Below is an estimated timescale of expected activities through the last quarter of the shadow year:

Timescale	Local	National
March 2017	Local plan for 2017/18 using the new national strategy and performance/outcomes/indicators framework	Plan submitted to the Scottish Government
31 March 2017		CJAs are disestablished
1 April 2017	New model for community justice comes into effect	New model for community justice comes into effect

The actions outlined in this plan will be kept in draft until the Community Planning Partnership Local Outcome Improvement plan is operational from October 2017 to ensure the alignment of activities working towards common outcomes is created.

Appendix 1**SOUTH LANARKSHIRE COMMUNITY JUSTICE IMPROVEMENT PLAN****PARTICIPATION STATEMENT**

Stakeholders	Consultation/Involvement Activities	Dates	Outcomes
Statutory Partners	Community Justice Partnership South Lanarkshire		Partnership Terms of reference agreed and Community Justice Partnership established with responsibility for strategic oversight of the South Lanarkshire CJ Outcomes Improvement Plan. Coordinator offered to link with all statutory partners to assist in the creation of the plan
	Youth Justice Thinking session	August 2016	Participation of Children and families in Youth Justice whole systems approach. Development group chaired by integrating children's services manager will be ongoing and justice partnership services have access to influence and support the innovation to contribute to the prevention of offending and to address issues underlying offending.
	Consultation with lead voluntary sector provider for mindfulness	Sept 2016	Provider aware of the agenda and ready to contribute building on the work already done in the communities to strengthen provision in lower socio economic areas/public accessible sessions/targeted deliveries for example in prisons and to groups in other settings
	Series of consultations with key Police personnel	Sep/Oct/Nov 2016	1. Information on improved links between community police and Polmont to improve reintegration on release

			<ol style="list-style-type: none"> 2. Move the Goalpost voluntary sector provision contribution to reducing anti social behaviour and offending – pilot with community justice and routes to employment 3. New proposal to create a Preventative Management Plan in partnership with other service providers to maximise the opportunity for people in difficulty to be offered the most appropriate support and assistance to address problems/ issues – this will be explored with partners.
	Meeting with Loretto Housing	Sept 2016	Provider made aware of the Community Justice Strategy and prepared to engage in future collaborative activities
	National Community Safety Event	Sept 2016	Links established with the national team and meeting arranged for November
	Consultation on Self Evaluation Tool distributed to partners	Aug/Sep '16	Partners consulted on the self evaluation tool and comments returned to the Care Commission. Partners encouraged to look at their information gathering systems to ensure they will be effectively using the new tool
	Meeting with Move the Goalpost	Sept 2016	Briefed on the community justice strategy and exploration of the contributions to the preventative/early engagement agendas. Invite to the LEAF group. The project has established employment initiatives allowing young people the opportunity to train in coaching and to work with the project, expanding this area of development and building on the other supports they offer young people to secure employment.

	<p>Health and Social Care partnership collaborations</p> <p>See Me – stigma free Lanarkshire event</p> <p>Support for victims</p> <p>Meeting with the SPS partnership member</p>	<p>Sept-Nov 2016</p> <p>Nov 2016</p> <p>Sep-Nov 2016</p> <p>Sept 2016</p>	<p>Following a meeting with the Partnership representative a meeting of key health managers was convened in November. An outline of Community Justice was delivered and collaborative ventures identified for example: links with public health and mental health/ substance misuse services; forensic links. The group can be reconvened to progress any identified areas for improvement for example diagnosis of developmental disorders/ mental health assessments. The partnership is building on collaboratively designed services for example Veterans1st Point Lanarkshire and Well Connected social prescribing activities.</p> <p>Links established with this agenda to ensure engagement where appropriate with people who use justice services</p> <p>Meetings with Victim Support and Gender based violence coordinator to link them effectively with the Partnership and to access their well developed collaborative structures to design and improve services. Both groups identified issues with court procedures at lunch time that have an adverse effect on victims. Improvements in this will be pursued collaboratively to support victims more effectively. Victims of crimes will be always given consideration and focus in every development in Community Justice, this includes the inner victim present in many people with a history of offending.</p> <p>The SPS partner representative has agreed to act as a liaison person for any establishment in the prisons estates as</p>
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	Youth Justice forum	Oct 2016	required. The whole systems approach is being implemented as part of children and families service provision. The forum are aware of the community justice redesign and are linked with the manager for justice services.
	Meeting with Skills Development Scotland	Oct 2016	SDS have contributed to the plan and will engage fully in all aspects of employability improvement as the partnership progresses. It is hoped that a sub group focussing on employment and engaging with private sector employers will be convened in April 2017. Current reviews of council services will be completed by that time
	Meeting with SACRO	Nov 2016	Sacro will prepare a contribution to the plan, they are members of the LEAF group and will continue to participate in all developments
	Meeting with Circle	Nov 2016	Circle have contributed to the plan and will continue to engage as a significant service provider in the area. Funding for some of their services has come to an end.
	Meeting with Autism resources	Nov 2016	A range of resources are available to support dissemination of information to prevent people on the autistic spectrum coming into conflict with the law by maximising the opportunities to inform the person with the condition how to manage conflict situations from an early age and educating the full range of statutory partners on autism. We will explore the card system which has proved effective in other areas to reduce anxiety provoking

			situations which increase the likelihood of an offence.
Community Sector	Meetings with Safer South Lanarkshire	Sept-Nov 2016	A range of information is gathered and some of this will be useful in informing community justice developments. It may be possible for new questions to be added to next year's neighbourhood survey, this section has already delivered presentations on the new model to key groups in the Council.
Communications	Creating a strategy to support effective communications	Sept-Dec 2016	All partners invited to identify a key person to represent their sector in a joint communications sub group of the partnership. First meeting in September which agreed Council Communications team would lead in the first year and would create a draft communication strategy. The terms of reference for this group will be created and new members will be welcomed and sought
Employment	Meeting with Enterprise Resources Informal meeting with trade unions Meeting with Skills development Scotland		An alert to possible employment opportunities in the Council for people with an HGV licence lead to a survey of current service users. All people on orders who had an HGV licence were in full time employment. This is worth following up. Trade union ideas were significantly encouraging and a further development session with a wider group of trade unions representing all partnership members is envisioned for next year. Meeting with enterprise resources was encouraging however the review of service provision will conclude next March and the partnership will wait until this is complete before progressing further with a multi team working group. Access to industry are achieving significant results with young men from Polmont, a

			<p>funding shortfall has been identified and will be addressed if possible.</p> <p>Move the goalpost, as well as being a voluntary sector partner in providing street based responses to youth disorder; the project also provides opportunities for coaching. They too have a shortfall in funding that will be addressed if possible.</p>
Voluntary Sector Interface	Meeting with CEO VASLAN	Sept 2016	<p>Briefing on the Community Justice strategy and request to chair a voluntary sector conference next year. This will be used to attract new voluntary sector providers to this agenda. VASLAN are unable to commit to this but would be happy to participate. Coordinator will seek other partners to lead on this. Several partners from the voluntary/third sector have engaged as outlined in the statutory partners section of this statement.</p>
	Literacy Education Accommodation Finance (LEAF)	Nov 2016	<p>The draft plan has been circulated to this forum and comments received from several providers that are included in the plan. The transitions Coordinator has agreed to chair this group to ensure its continued contribution to this agenda.</p>
Prisoners	Positive?Prisons	Oct 2016	<p>Positive?Prisons have submitted a proposal to undertake consultation with people returning to South Lanarkshire to identify any areas for improvement. The proposal is awaiting approval by the partnership. Funding approved December</p>
	Access to Industry	Oct/Dec 2016	<p>Several meetings to consider current services and to try to identify funding to secure current service provision</p>

Social Work Criminal Justice Teams	All managers in South Lanarkshire have been briefed on the new Community Justice arrangements.	Nov 2016	Managers are identifying individuals who will participate in interviews with the transitions coordinator and from the information they share a series of surveys will be designed to seek the views of wider partners and to share any identified areas for improvement
	Visits to the Women's Hub EK	Oct 2016 Nov/Dec	Women in the hub are keen to engage in activities to support preventing young people from becoming involved in offences. The coordinator has put them in touch with SRN to participate in the Write to Recovery initiative with a view to delivering in the area. The women in the group all identified that they had sought help with mental health issues prior to offending but their perception is that they only received support when they were engaged with justice services and the hub group in particular. This information will be used to inform partnership working.
	Domestic abuse/Mappa Coordinators meetings	Nov 2016	Domestic Abuse meeting – key information shared and sought for the plan. The transitions coordinator will link with key voluntary sector providers and will be invited to attend the gender based violence committee. Mappa coordinator is aware of the community justice developments and has contributed to the plan. The transitions coordinator will be invited to the next appropriate meeting.

Human Trafficking Event	The coordinator attended an event in Glasgow aimed at improving the understanding and response to human trafficking in Scotland	Nov 2016	Links will be established with the Human Trafficking Team at Scottish Government and consideration given to hosting a local event in 2017.
DWP	Meeting with lead person	December 2016	Changes to benefits highlighted and agreed method to share this with services in the area. DWP will be represented at our 4 locality LISTEN events. We also agree an entry to the plan on dedicated visiting service that is available, coordinator will promote this with partners. DWP will engage with the employability subgroup when it is established. Information on fee free banking was shared.
Early Learning and Childcare Establishments	Meeting with senior management	Dec 2016	Community Justice Coordinator will attend a partner providers event in February to share information on community justice and the importance of early interventions in children's establishments to promote emotional literacy and help children learn to manage their behaviour / feelings positively. A group of staff are attending an accredited nurturing programme of training.
Alcohol and Drug	Meeting with ADP development worker Meeting with Liber8	Dec 2016 Nov 2016	Agreed content of the plan and to maintain close working relationships as the plan is activated. Some of their funded services have lost funding but a major new bid has been successful will continue to work in partnership to address substance misuse issues
Faith and belief groups'	Meeting with mental health chaplain	Nov 2016	Agreed to engage the faith and believe group and have a focus on community justice by organising an event for interested groups to participate. We will also link with the ending stigma in mental health campaign for Lanarkshire

Regeneration	Meetings with key manager	Nov 2106	Meetings with key manager to promote community justice engagement.
Scottish Courts and Tribunal Service	Meeting with the Sheriff Clerk in Hamilton	January 2017	Membership of the partnership group

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