



# **Community Justice Scotland**

Ceartas Coimhearsnachd Alba

**Annual Report Template  
Community Justice activity for period  
1 April 2017 – 31 March 2018**

## 1. COMMUNITY JUSTICE PARTNERSHIP / GROUP DETAILS

Community Justice Partnership / Group	Community Justice Ayrshire
Community Justice Partnership / Group Chair	Councillor Anthea Dickson
Community Justice Partnership / Group Coordinator	Alice Dillon, Manager Community Justice Ayrshire
Publication date of Community Justice Outcome Improvement Plan (CJOIP)	1 <sup>st</sup> April 2017

### Governance Statement

The content of this Annual Report on community justice outcomes and improvements in our area has been agreed as accurate by the Community Justice Partnership / Group and has been shared with our Community Planning Partnership through our local accountability arrangements.

Signature of Community Justice Partnership / Group Chair:

Date:

Councillor Anthea Dickson

01/10/2018



## 2. GOVERNANCE ARRANGEMENTS

Please outline below your current governance structure for the community justice arrangements in your area

Community Justice Ayrshire is a partnership between East, North and South Ayrshire which was established to build on the strength of the partnership and achievements of the South West Scotland Community Justice Authority. Community Justice Ayrshire was formed to provide a collaborative Pan-Ayrshire approach to preventing and reducing offending in our communities.

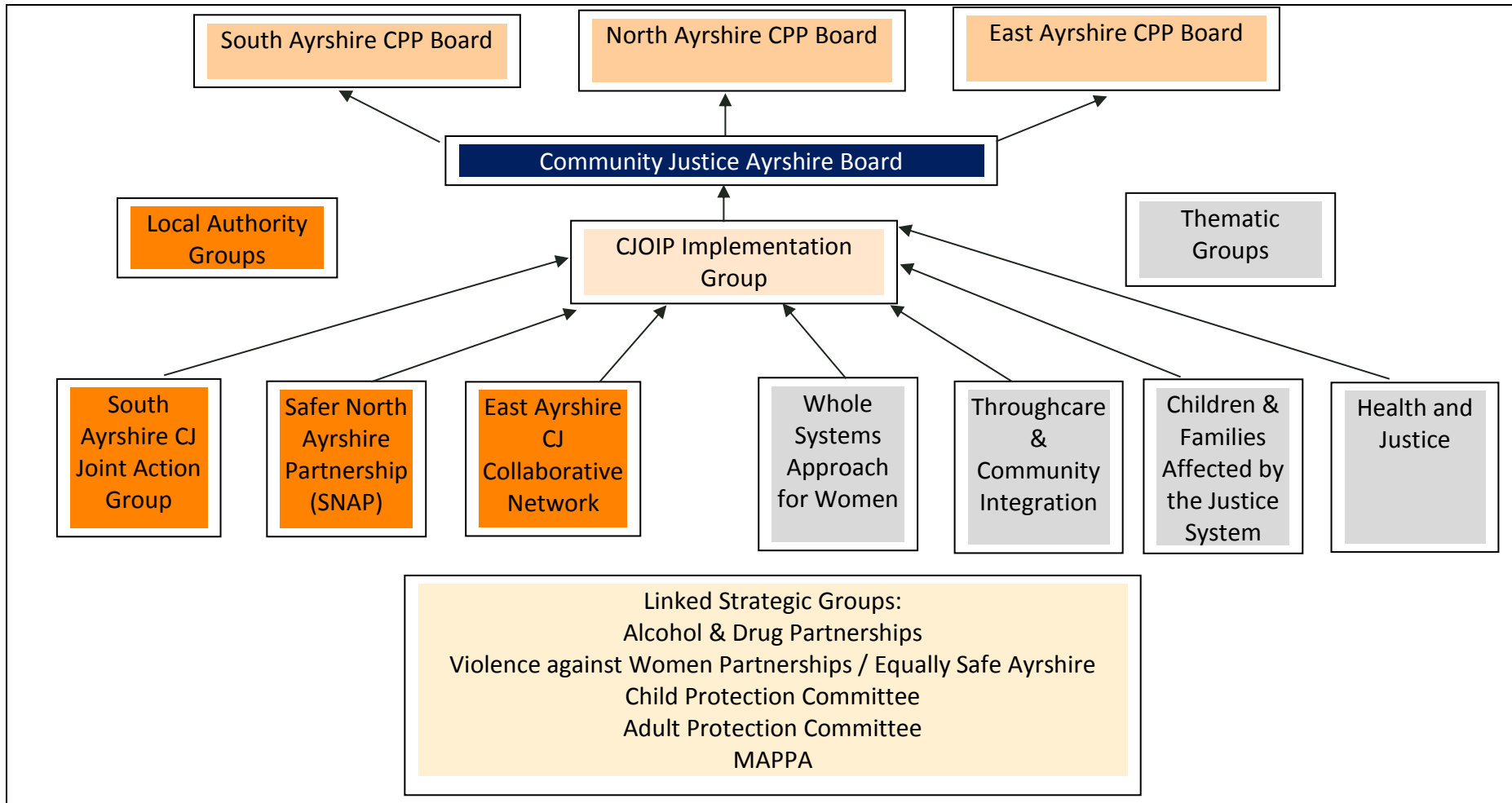
Our Board comprises of statutory and additional local partners, and meets on a quarterly basis. The Board reports to each of the three Ayrshire Community Planning Partnerships. This helps us to link to wider issues (like housing, health and employability) and keeps us in touch with priorities for local communities across Ayrshire. Our Community Justice Outcomes Improvement Plan (CJOIP) links closely to the Community Planning Partnerships' plans, including their Local Outcomes Improvement Plans and Locality Plans in the three Ayrshires.

The commitments within our CJOIP are driven by a number of thematic and local action groups, which comprise of statutory and voluntary sector partners from across Ayrshire and beyond. Progress is reported to our CJOIP Implementation Group, where any areas of concern are identified and any remedial action can be put in place before reporting to our Board.

In addition to the groups administered by Community Justice Ayrshire, we also link in with a number of other strategic groups, such as the three Alcohol and Drug Partnerships, Violence Against Women Partnerships, Child Protection Committees, Adult Protection Committees and MAPPA. We also work closely with colleagues on strategic issues linked to housing, homelessness and health.

Community Justice Ayrshire is supported by a small staff team comprising of a Manager, a Planning and Performance Officer, and a Business Support Officer. Our Board is Chaired by Councillor Anthea Dickson, with our Vice Chair being Fiona Fawdry (CEO East Ayrshire Council for Voluntary Organisations).

A diagram outlining our governance arrangements can be found below:



### 3. PERFORMANCE REPORTING

SECTION A - National Outcomes				
Describe the progress you made in respect of the seven national outcomes, your use of the common indicators and any comments you want to highlight,				
	National Outcome	Progress Reporting	Common Indicators used	Comments
1	Communities improve their understanding and participation in community justice	<ul style="list-style-type: none"> <li>• <b>‘Take a Walk in My Shoes’ experiential event</b> - The aim of the event was to give participants an insight into how it looks and feels to be going through the justice system.</li> </ul> <p>Over 100 people from a wide variety of services and communities participated in the event, including ‘navigators’ with lived experience of the justice system, which followed a ‘case’ through the justice system from arrest to liberation from prison.</p> <p>Feedback was extremely positive and included:</p> <ul style="list-style-type: none"> <li>• “Very good way of enabling people to understand the entire process”</li> <li>• “Realised how disempowered it made me feel”</li> <li>• “Although I have personal experience of the justice system, I thought it was great”</li> <li>• “Process is all fast paced – overwhelming”</li> </ul> <p>Presentation can be found here:  <a href="http://www.communityjusticeayrshire.org.uk/?s=take+a+walk+in+my+shoes">http://www.communityjusticeayrshire.org.uk/?s=take+a+walk+in+my+shoes</a></p> <ul style="list-style-type: none"> <li>• Our ‘Let’s Just Talk about Justice’ <b>Community Conversations</b> toolkit has been utilised at a number of</li> </ul>	Activities carried out to engage with ‘communities’ as well as other relevant constituencies	

		<p>events, including an East Ayrshire Council CPP event, North Ayrshire Community Engagement Network event, and our Community Justice Collaborative Network. Specific pieces of work around raising awareness of stigma and labelling have been taken forward from this pack.</p> <ul style="list-style-type: none"> <li>• We have established a <b>website</b>: <a href="http://www.communityjusticeayrshire.org.uk">www.communityjusticeayrshire.org.uk</a> and have utilised this and our <b>twitter</b> account @CJAyrshire to raise awareness of the breadth of work that community justice partners in Ayrshire are doing.</li> <li>• We <b>consulted</b> with community members at 6 South Ayrshire CPP engagement events. The outputs from these events contributed to the development of both the CJOIP and the LOIP.</li> <li>• We co-hosted two '<b>creative justice</b>' events to consult with people who have experience of the justice system. Over the two events 100 prisoners, service users, victims and families came together to discuss experiences and to identify areas for change.</li> <li>• We consulted with our three justice <b>service user involvement</b> groups in the development of our CJOIP, and suggested changes were incorporated into the final plan. We now regularly attend meetings of the three groups to continually learn from the experience of the participants.</li> </ul>	<p>Consultation with communities as part of community justice planning and service provision</p> <p>Participation in community justice, such as co-production and joint delivery</p>	
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	<ul style="list-style-type: none"> <li>• We have been involved in the development of '<b>Heart and Soul</b>' which is a venture within Cumnock for local women and girls. Heart and Soul is funded by the Robertson Trust, with development support by Centrestage Communities.</li> </ul> <p>The project takes an asset based, community led approach, built on the ethos of empowerment rather than a problem-solving type approach. The main focus of Heart &amp; Soul is to meet the needs and aspirations of women and girls in the local community.</p> <p>Heart &amp; Soul was the chosen venue for a visit from Linda Pollock, Deputy Director, Justice Division, Scottish Government on Friday 14 July, and this very successful visit was followed by the grand opening of the Heart &amp; Soul venue the following day.</p> <p>More information can be found at:  <a href="http://www.therobertsontrust.org.uk/innovation-and-learning/publications/developing-and-designing-womens-centres-sharing-learning-from-the-development">http://www.therobertsontrust.org.uk/innovation-and-learning/publications/developing-and-designing-womens-centres-sharing-learning-from-the-development</a>   <a href="http://www.therobertsontrust.org.uk/innovation-and-learning/publications/womens-centre-briefing">http://www.therobertsontrust.org.uk/innovation-and-learning/publications/womens-centre-briefing</a></p> <ul style="list-style-type: none"> <li>• Our <b>Service User Involvement Groups</b> have been established in the three local authority areas. This project has been supported by the University of Strathclyde / Centre for Youth and Criminal Justice. The project aims to develop and embed opportunities for user engagement across community justice services in</li> </ul>		
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		<p>Ayrshire. All three groups contributed to the consultation on the development of the CJOIP.</p> <p>A Pan-Ayrshire celebration and learning event was held on Friday 1 December 2017. This event saw over 40 delegates in attendance - all keen to learn from each other's experiences to date. Some quotes from the event included:</p> <ul style="list-style-type: none"> <li>- "What a fantastic event – so good to hear from the 3 groups. There is a real commitment to listening and learning from the experiences of service users. Creating options and opportunities for change, recover and inclusion"</li> <li>- "Never give up – it may work next time"</li> <li>- "This thing is contagious!"</li> </ul> <p>A report on the initiative is available here:  <a href="http://www.cycj.org.uk/resource/the-service-user-involvement-thematic-review/">http://www.cycj.org.uk/resource/the-service-user-involvement-thematic-review/</a></p> <ul style="list-style-type: none"> <li>• Our <b>Unpaid Work</b> teams carry out a variety of activities which benefit communities across Ayrshire. One example is an initiative undertaken within the grounds of University Hospital Crosshouse, where 52 service users undertook 238 hours of work to clear the grounds of litter and transform it into a winter wonderland for the use of staff and patients.</li> </ul> <p>The garden was officially opened by East Ayrshire's Depute Provost, Claire Leitch, and the opening was attended by service users, staff from Ayrshire Maternity Unit, NHS Ayrshire &amp; Arran, the Health &amp; Social Care Partnership and their families.</p>	<p>Level of community awareness of / satisfaction with work undertaken as part of a CPO</p>	
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		<p>Reported benefits from the initiative included improved time-keeping, a sense of team-work and improved mental health. One participant commented “Working within the grounds I have found is very therapeutic.”</p> <p>A link to the press release can be found here:  <a href="https://www.nhsaaa.net/news/latest-news/maternity-unit-garden-becomes-winter-wonderland/">https://www.nhsaaa.net/news/latest-news/maternity-unit-garden-becomes-winter-wonderland/</a></p> <p>Quotes from other beneficiaries include:</p> <ul style="list-style-type: none"> <li>- “I can’t thank you enough for the help you and your squads have given me with me being on my own and practically housebound - you are my lifeline”.</li> <li>- Thank you Unpaid Work for helping clean up our pathways and litter in Galston in preparation for the ‘Tour of Ayrshire’ cycling event. It then makes us proud of our beautiful countryside and not embarrassed by the litter”.</li> </ul>		
2	Partners plan and deliver services in a more strategic and collaborative way	<ul style="list-style-type: none"> <li>• In November 2017 a piece of research was commissioned by our Violence Against Women Partnerships and NHS Ayrshire &amp; Arran to improve understanding of the experiences of women involved in prostitution in Ayrshire. It is hoped that this piece of work will be concluded in the summer of 2018, and that it will then inform strategic planning of services and support Violence Against Women Partnerships in Ayrshire to provide a more proactive and holistic response to supporting and improving the safety, health and wellbeing of women involved in <b>prostitution</b>.</li> </ul> <p>The Research Brief comprises of four areas of activity:</p> <ol style="list-style-type: none"> <li>1) Literature review</li> </ol>	Services are planned for and delivered in a strategic and collaborative way	

		<p>2) Assessment of prevalence  3) Interviews with women involved in prostitution  4) Interviews with service providers  We will report on the findings of this research and progress on the actions agreed during the next reporting cycle</p> <ul style="list-style-type: none"> <li>• We have developed <b>collaborative working arrangements</b> with addiction services via our Court Screening Service for Women with the aim of reducing the likelihood of a woman overdosing upon release from prison. If a woman is remanded in custody, the worker will keep a note of when she is due back at Court and then advise the Addiction Team of the outcome of the appearance. If the woman is released from custody, an appointment is made with the Addiction Team within 24 hours to ensure that the appropriate prescription is in place.</li> <li>• Community Justice in Ayrshire has taken a <b>Pan-Local Authority approach</b>. This has allowed us to build on the relationships and partnerships established under the previous arrangements. The funding for community justice has been combined in order to establish a staff team of Manager, Planning &amp; Performance Officer and Business Support Officer. This approach allows us to work with Pan-Ayrshire partners in a more efficient way for them, in that they only need participate in one community justice partnership. This has helped us to achieve an excellent level of participation from partners, and crucially, it has meant that the most senior officers /</li> </ul>	<p>Partners have leveraged resource for community justice</p>	
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		<p>staff from partner organisations are actively involved in the partnership.</p> <ul style="list-style-type: none"> <li>• We benefit from a well-established Pan-Ayrshire Justice Services '<b>Partnership Delivery Team</b>' who deliver a variety of accredited programmes such as the Caledonian System and Moving Forward: Making Changes. This team also has a designated service for women on CPOs, and deliver Diversion from Prosecution interventions, Bail Supervision, a Court Screening Service for Women, and DTTO. By taking a Pan-Ayrshire approach we are able to achieve economies of scale, and offer interventions that would not be possible to deliver under local authority justice structures.</li> <li>• During 2017-18 our three Violence Against Women Partnerships worked collaboratively with NHS Ayrshire &amp; Arran to plan and host sessions on <b>routine enquiry into domestic abuse</b>. These sessions were designed to empower and encourage partners to recognise and respond effectively to victims of abuse. Three sessions were held during this time, with 120 delegates from over 21 organisations present. These sessions were very well received, with 92% of respondents saying that they felt better informed about the issues raised.</li> <li>• As a result of a delay in recruiting support staff for the CJ Ayrshire staff team, we were delighted to be offered support from Ayrshire Police who facilitated a <b>secondment</b> of a Sergeant from the Division to our team. Sergeant Smith worked with us for a 6 month period, and this allowed him to develop a greater understanding of</li> </ul>	<p>Development of community justice workforce to work effectively across organisational / geographical boundaries</p>	
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		<p>the wider community justice setting and the routes into offending. We also benefitted greatly from his knowledge and experience gained from the police setting.</p> <p>During his secondment, Sergeant Smith led on a number of pieces of work, including being our link into local prostitution research and he was heavily involved in the Violence Against Women groups, playing a key role in the '16 Days of Action' campaign.</p> <p>Sergeant Smith published a <b>blog</b> detailing the learning from his experience, and this can be found on our website via this link:</p> <p><a href="http://www.communityjusticeayrshire.org.uk/2018/06/15/blog-start-where-you-are-and-do-what-you-can/">http://www.communityjusticeayrshire.org.uk/2018/06/15/blog-start-where-you-are-and-do-what-you-can/</a></p> <ul style="list-style-type: none"> <li>• A range of partners are involved in <b>multi-agency processes</b> including MAPPA across South West Scotland. Joint working and information sharing between agencies is the most crucial part of the MAPPA. The SPS is the lead agency for Sex Offenders held within the Prison's estates. Local Authority Social Work Justice Services are the lead agencies for the management on registered sex offenders in the community. Health boards are the lead authority for Restricted Patients.</li> </ul> <p>Locally we held a <b>Strategic Oversight Development Day</b> at which our three year strategic plan was reviewed and refocused.</p>	<p>Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of MAPPA</p>	
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		<p>In the past year we have delivered four Multi-Agency MAPPA <b>awareness sessions</b> which were attended by staff from all MAPPA partner agencies.</p> <p>We have provided training to staff members from a variety of agencies who are required to chair MAPPA level 2 or 3 meetings.</p> <p>We have developed a <b>Multi-Agency Training Strategy</b> and an associated training calendar.</p> <p>We participated in a multi-disciplinary '<b>Protecting People in North Ayrshire</b>' event, which sought to raise awareness of the different agencies and strategic groups tasked with protecting our communities, such as MAPPA, Adult Protection Committee, Child Protection Committee and Community Justice.</p>		
3	<p>Effective interventions are delivered to prevent and reduce the risk of further offending</p>	<ul style="list-style-type: none"> <li>An <b>employability mentoring programme</b> has been established within North Ayrshire Justice Services. The project is delivered by staff attached to the Unpaid Work Team, and it offers service users an opportunity to engage in 'other activities' which will encourage them to build on their individual capacity and routes into employment. The programme offers bespoke training opportunities to individuals based on their aspirations, which has included forklift driver training, IT training and CSCS card training. The programme also ensures that participants have access to financial inclusion support and advocacy. Although early days, we have seen 2 individuals moving into employment and 14 others have been supported to access other community support.</li> </ul>	<p>Use of "other activities requirement" in Community Payback orders (CPOs)</p>	

		<ul style="list-style-type: none"> <li>• In partnership with the Community Learning Team, Unpaid Work in East Ayrshire offers a one to one <b>literacy service</b> to people who may experience difficulties and wish to address areas relating to reading, writing and financial skills. People can be referred at any point during the course of supervision or as part of 'other activity' for Unpaid Work.</li> <li>• The <b>Court Screening Service</b> for women was developed to provide information to Sheriffs about women appearing from custody courts (who had been held in police cells overnight) with a goal of promoting the use of bail and trying to prevent the unnecessary use of remand. A bail support plan is provided, detailing the support which will be available for a woman if she is granted supervised bail. 350 women were screened at Kilmarnock Sheriff Court during the period in question.</li> </ul> <p>Analysis of 104 exit questionnaires from the <b>Ayrshire Women's Service</b> demonstrated that:</p> <ul style="list-style-type: none"> <li>- 100% of women felt that contact with CJSW helped to reduce their involvement in offending</li> <li>- 99% felt that their involvement had helped them to improve their lifestyle</li> </ul> <p>Some quotes include:</p> <ul style="list-style-type: none"> <li>- "Thanks for understanding at first, and noticing the change and encouraging me – I now look at before and after"</li> <li>- "When I was first given my Order I was reluctant to go – I didn't think it would help me. It was a great experience</li> </ul>	<p>Reduced use of sentences and remand</p> <ul style="list-style-type: none"> <li>- Balance between community sentences relative to short custodial sentences under 1 year</li> <li>- Proportion of people appearing from custody who are remanded</li> </ul> <p>Quality of CPOs and DTTOs</p>	
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Not somewhere I intend on being again, but it has been a great support”

- Target for 2017/18 as set by Scottish Government in **wider settings** = 856.

Total ABIs delivered in wider settings = 3823

Total ABIs delivered in Wider Settings

Setting	North	South	East	Pan Ayrshire	Total
Criminal Justice	226	216	107		549
Police Custody				45	45
Leisure Dev EAC CHIP			1336		1336
Activity on Prescription EAC			626		626
College Liaison	14	13	20		47
Prison				853	853
Pre Op Assessment				367	367
Total in Non-HEAT Wider Settings	240	229	2089	1265	3823

Justice Social Work services now **screen** everyone attending for a Court report interview as a wider population approach as well as those on CPOs.

The number of Alcohol Brief Interventions (ABIs) delivered in criminal justice healthcare settings

### CPOs and Programme Requirements

Requirement	South Ayrshire	East Ayrshire	North Ayrshire	Total
	411 Orders	595 Orders	678 Orders	1684 Orders
Alcohol	6	18	12	36
Compensation	14	43	44	101
Conduct	26	33	10	69
Drug	1	7	10	18
Mental health	0	2	2	4
Programme - Caledonian	13	20	31	64
Programme – MFMC	5	4	3	12
Supervision	310	407	449	1166
Unpaid Work	288	450	507	1245
Total requirements	663	988	1072	2723

### Bail Supervision

- There were 100 referrals (46 women and 54 men) for **supervised bail** across Ayrshire within the timeframe in question, with 73 occasions where supervised bail was imposed.

Numbers of police recorded warnings, police diversion, fiscal measures, fiscal diversion, **supervised bail**, community sentences (including **CPOs**, DTTO and RLOs)



4	<p>People have better access to the services they require, including welfare, health and well-being, housing and employability</p>	<ul style="list-style-type: none"> <li>Recruit With Conviction is currently undertaking an <b>Employability Development Network</b> in partnership with North Ayrshire Council to improve access to support and employment opportunities of people with convictions. To date, three 'Apply with Conviction' training sessions have been held with 33 staff having attended.</li> </ul> <p>Feedback from participants include:</p> <ul style="list-style-type: none"> <li>“Good day and very useful for practice. I can genuinely say that my clients will directly benefit from me being here today”</li> <li>“This training was excellent, informative and relevant and will be useful to social workers in Justice”</li> </ul> <p><b>Steps for Change Project</b></p> <ul style="list-style-type: none"> <li>Steps for Change is a partnership project between RecoveryAyr and South Ayrshire ADP and is funded by the Department for Work and Pensions (DWP). The project was set up as an innovative way of engaging those who have had previous addiction issues and have experienced difficulties in accessing training opportunities and moving towards employment.</li> </ul> <p>The project is also innovative in that the weekly group is peer led in partnership with organisations such as Occupational Therapy, Addaction, Aspire to Access, NHS Addictions Training Team, Community Learning &amp; Development and Voluntary Action South Ayrshire (VASA).</p> <p>The programme consists of two phases – an 8 week core training programme and a follow-up period of up to 26</p>	<p>Partners have identified and are overcoming structural barriers for people accessing services</p>	
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		<p>weeks where participants can access a variety of training, volunteering and work-based activities.</p> <p>Participants comments include:</p> <ul style="list-style-type: none"> <li>- “I feel more part of my community and have a better support network”</li> <li>- “I have gained more confidence. I have learned to open up in conversation. I have learned new tools to manage my recovery”</li> </ul> <p><b>Kilmarnock Station Railway Heritage Trust</b></p> <ul style="list-style-type: none"> <li>• The Trust was set up in 2014 with the aim of bringing disused rooms at Kilmarnock Railway Station back into community use. The aim of the organisation is to assist those suffering from <b>isolation</b> through addiction, bereavement, low level mental health issues integrate into the community and overcome the challenges they face. The mission statement of the organisation is “to promote recovery from adversity and strengthen our community”.</li> </ul> <p>Three main streams of activity take place at the station:</p> <ul style="list-style-type: none"> <li>- Moving On Programme – Activities include mindfulness, confidence building and peer led sessions aimed to assist those on the road to recovery</li> <li>- Volunteering – Opportunities in the gift, book and coffee shops provide an opportunity to learn new skills, build social opportunities and gain confidence</li> <li>- Weekly activities – Designed to increase social interaction, improve physical and mental well-being – including Tai Chi, walking groups, yoga and cycling.</li> </ul>		
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		<p>The Trust works with around 120 'Moving On' participants and volunteers per year. Evaluation data includes:</p> <ul style="list-style-type: none"> <li>- 75% felt more positive about their future</li> <li>- 80% felt they had become more resilient</li> <li>- 60% continued to engage in activities</li> <li>- 75% reported an improvement in relationships with family and friends</li> <li>- 70% reported progress made with their recover from adversity</li> <li>- 90% felt more confident meeting new people and forming new friendships</li> </ul> <p><b>Blood Borne Virus Project</b></p> <ul style="list-style-type: none"> <li>• The Changes support group was established via NHS Ayrshire &amp; Arran's Sexual Health &amp; Blood Borne Virus funding stream. The group commenced in April 2016 with a focus on supporting those affected / at risk of blood borne viruses. This has been a well-attended group with an average of 12 participants each week. Due to the success of the group, the ADP recruited a facilitator and four <b>peer mentors</b> on a sessional basis to further develop the project. The team have been able to demonstrate the added value of peer support, particularly to those with multiple barriers and hard to reach. The peers have supported more than 100 people through active signposting to community services and providing transitional support from prison, hospital and residential settings back into the community. Partners from justice services, housing and NHS have engaged extremely well with the peers and the project continues to go from strength to strength.</li> </ul>	<p>Existence of joint-working arrangements such as processes / protocols to ensure access to services to address underlying needs</p>	
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	<ul style="list-style-type: none"> <li>• An <b>Enhanced Disclosure Service</b> is funded by DWP and delivered by Aspire2Access in South Ayrshire. The project offers the following support: <ul style="list-style-type: none"> <li>- Police Subject Report</li> <li>- 1-1 individual support with a key worker</li> <li>- Catching Confidence</li> <li>- Individual disclosure letter</li> <li>- Employability skills</li> <li>- Job matching and on-line application</li> </ul> </li> </ul> <p>Outcomes</p> <ul style="list-style-type: none"> <li>- 15 participants started programme</li> <li>- 2 job outcomes</li> <li>- 3 CSCS part 1 completed</li> <li>- 1 REHIS gained</li> <li>- 1 SIA certificate gained</li> </ul> <p><b>Catalyst</b></p> <ul style="list-style-type: none"> <li>• Catalyst began as the Reconnect programme within HMP Kilmarnock back in 2010, which was a singing class, funded by Robertson Trust. This class still runs weekly, but has developed into Catalyst, and since 2016 the project has offered throughcare support for men being liberated from HMP Kilmarnock. Catalyst provides advice and guidance pre-liberation from HMP Kilmarnock, then supports positive and purposeful reintegration into the community.</li> </ul> <p>During the period April 2017-March 2018, 102 people were supported within HMP Kilmarnock, then within the community upon release, with a total of 676 engagements during this time. A further 130 individuals</p>	<p>Initiatives to facilitate access to services</p>	
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		<p>were referred to the project via community referrals, with 1167 community engagements taking place.</p> <p>22 people were supported into employment during this time, and 107 progressed to other positive outcomes including education, training and voluntary opportunities.</p> <p>Due to the increase in female community referrals, Catalyst has developed the 'Evolve' Women's group, focussing on the interests of the women and linking them into wider opportunities.</p> <p>Centrestage and catalyst will develop the delivery of the Prison Vistito's Centre at HMP Kilmarnock, having been awarded the project in March 2018.</p> <p><b>Police Mental Health Triage Pilot</b>  North Ayrshire Health &amp; Social Care Partnership have worked with Police Scotland in a pilot to improve responses to people with mental health problem who present to police or emergency departments. The aims of the pilot were:</p> <ul style="list-style-type: none"> <li>- To identify number of individuals Police Scotland have contact with where they consider that some form of mental health assessment is required;</li> <li>- To understand when peak times are and where mental health staff and the Crisis Resolution Team (CRT) could assist;</li> <li>- To record and better understand the pathways between services involved in supporting people who require mental health assessment and come into contact with Police Scotland</li> </ul>	<p>Speed of access to mental health services</p>	
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		<p>The new pathway allows Police Officers to contact the CRT directly when they find themselves dealing with an individual they believe may require a mental health assessment. The CRT will provide either telephone advice to officers, telephone triage assessment with the individual, or carry out a face to face mental health assessment.</p> <p><b>Turning Point Scotland Prisoner Support Pathways</b></p> <ul style="list-style-type: none"> <li>• The initiative is a partnership between Turning Point Scotland and Serco. It delivers a consistent and coordinated approach to throughcare within HMP Kilmarnock.</li> </ul> <p>The project provides voluntary support for short term prisoners who have no involvement from statutory services and are returning to Ayrshire.</p> <p>The objective is to reduce the numbers of short term prisoners returning to custody by assisting them to overcome barriers to their reintegration into society after a custodial sentence.</p> <p>The project worker engages with men in their preferred environment, whether this be the halls, work sheds, gym etc. An individual assessment is carried out to identify an appropriate lead support provider.</p> <p>Fortnightly partners meetings are held within the prison, at which a variety of services and organisations are represented. These include housing, DWP, addiction and</p>	<p>Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of reoffending</p>	
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health services, and a number of third sector agencies. A lead agency is identified during these meetings, and they will then take responsibility for meeting men prior to liberation to discuss their throughcare plan.

Referrals and Assessments 2017-18

	Q1	Q2	Q3	Q4
Referrals	89	97	103	83
Assessments	56	72	76	70
% Uptake	63	74	74	84

- **Housing Options** staff are actively involved in HMP Kilmarnock, and also provide support to people from Ayrshire who are being held in other prisons outwith our area. They offer support to ensure that any existing tenancy issues are dealt with upon entering prison, and then link in with people prior to liberation to assess their housing needs. Wherever possible, appointments are made to attend the housing office on the day of liberation, and liaison with other local agencies ensures that a gate pick up and support is provided to attend these appointments as required.
- In North Ayrshire a **Housing First** model has been piloted with 6 individuals who have had involvement in the justice system and previous experience of failed tenancies. This model provides intensive support to individuals to ensure they have the best chance of sustaining their tenancy and desisting from offending. Outcomes from the pilot have been very encouraging, with all 6 people successfully maintaining their tenancy for over a year, with no further offending being recorded. The pilot is now being extended in the area.

% of people released from a custodial sentence: Registered with a GP; Have suitable accommodation; Have had a benefits eligibility check

		<ul style="list-style-type: none"> <li>DWP have <b>Work Coaches</b> within HMP Kilmarnock who link in with men as they enter prison, and then again prior to liberation. Advice and assistance is given to men on employability related matters, and where required an appointment is made for the local DWP office upon liberation to make a claim for benefits. This service has worked particularly well in East Ayrshire where the same work coach will meet individuals within the prison setting and then at the appointment in the community upon liberation.</li> </ul>		
5	Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed	<ul style="list-style-type: none"> <li>We have established <b>thematic groups</b> to take forward the commitments agreed by our partnership.</li> </ul> <p>Our <b>Throughcare and Community</b> Integration group is made up of partners from agencies such as justice, employability, prison and financial inclusion. This group aims to help to ensure that people involved in the justice system (whether in prison or serving a sentence in the community) have equal access to services and are supported to engage with them. The group has agreed an action plan to take this work forward in 2018/19.</p> <p>We have already seen improved collaborative working as services are becoming more aware of what other agencies can provide and how they can link in. A development session took place with a local financial inclusion service and DWP, which provided information on gaps in service and areas of improvement required going forward.</p>	Individuals have made progress against the outcome	The groups mentioned have been set up within the first year of the new arrangements – it is still early days in their operation.



	<p>Our <b>Health and Justice</b> group comprises of partners from public health, addiction services, justice and mental health services. It is chaired by a Senior Manager with responsibility for prison and police custody healthcare locally in her remit. The group is currently carrying out a mapping exercise to look at the gaps in service provision / identifying areas of working more collaboratively throughout the justice journey. In addition, the group has started to look at the RORI resource to see how we can utilise this locally.</p> <ul style="list-style-type: none"> <li>• <b>A Pan Ayrshire Homelessness Task Force</b> has been established to look at how we can better meet the needs of individuals who are being released from prison. This includes looking at the current housing stock in the area, and reviewing the type of temporary accommodation that is available, including the use of hostels.</li> </ul> <p>We are learning from the <b>Housing First</b> pilot in North Ayrshire and considering how we can adopt the SHORE standards locally. This work will be ongoing in the next year and beyond.</p> <p>In South and East Ayrshire there is a new housing contract within HMP Kilmarnock, which sees additional support being delivered to those who require it upon liberation via Seascope.</p> <ul style="list-style-type: none"> <li>• We continue to work closely with partners who deliver the SHINE Women’s Mentoring Service in Ayrshire, with representation from Barnardos and Apex on our ‘Whole System for Women’ thematic group. In 2017/18 there</li> </ul>		
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		<p>were 108 referrals from prison settings back to addresses in Ayrshire, which was almost 1/5 of the total referrals for the whole of the SHINE service in the financial year. In the community, we saw 42 of the 149 referrals being made from Ayrshire. More detail is contained below:</p> <p>Referrals from Prison to Ayrshire Addresses</p> <table border="1" data-bbox="562 453 1420 646"> <tr> <td>East Ayrshire</td> <td>30</td> </tr> <tr> <td>North Ayrshire</td> <td>50</td> </tr> <tr> <td>South Ayrshire</td> <td>28</td> </tr> <tr> <td>Total Ayrshire</td> <td>108</td> </tr> <tr> <td>Total Scotland</td> <td>585</td> </tr> </table> <p>Community Referrals</p> <table border="1" data-bbox="562 719 1420 912"> <tr> <td>East Ayrshire</td> <td>15</td> </tr> <tr> <td>North Ayrshire</td> <td>12</td> </tr> <tr> <td>South Ayrshire</td> <td>15</td> </tr> <tr> <td>Total Ayrshire</td> <td>42</td> </tr> <tr> <td>Total Scotland</td> <td>149</td> </tr> </table> <ul style="list-style-type: none"> <li>• Through the collaboration on our WSA for women group we have been able to start scoping the use of a '<b>strengths and resilience monitor</b>' for women involved in the justice system, which is a tool developed by CYCJ and Up2Us. There are plans to pilot the use of this tool within the Women's Justice Team in Ayrshire.</li> </ul>	East Ayrshire	30	North Ayrshire	50	South Ayrshire	28	Total Ayrshire	108	Total Scotland	585	East Ayrshire	15	North Ayrshire	12	South Ayrshire	15	Total Ayrshire	42	Total Scotland	149		
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Total Scotland	149																							
6	People develop positive relationships and more opportunities to participate and	<ul style="list-style-type: none"> <li>• We are actively supporting the further development of <b>Peer Mentoring</b> approaches across Ayrshire. This is in conjunction with our local ADPs and the <b>recovery communities</b> under their umbrella, and also through our <b>Service User Involvement Groups</b>.</li> </ul>	Individuals have made progress against the outcome																					

<p>contribute through education, employment and leisure activities</p>	<p><b>Funky Films</b> is a collaboration between North Ayrshire ADP and Recovery at Work. Working alongside a local young film-maker, members of the recovery community took part in a 10 week film making course on the subject of recovery. They created two short films with the aim of raising awareness of addiction and recovery.</p> <p>The group developed new skills where they learned a range of aspects and roles involved in film making such as operating the camera, screen writing, filming and editing.</p> <p>Following success of the initial project, the group has been inundated with requests on a number of subjects. They have since completed a number of projects on a wide variety of subjects, including an awareness raising film commissioned by our Violence Against Women Partnerships, and another raising awareness of alcohol, drugs and knife crime in association with Police Scotland and Young Scot.</p> <p>The launch of the latter film was seen by 80 secondary school pupils who engaged in workshops and heard from people in recovery about how life choices can impact on addiction and offending in alter life. The project, which involved 23 young actors has now reached over 500 local school children and has had over 1000 hits on the Funky Films YouTube channel.</p> <ul style="list-style-type: none"> <li>• We actively seek <b>opportunities</b> for people who have an offending background to move into volunteering or employment. We now have several Peer Workers</li> </ul>		
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		<p>employed by our ADPs and voluntary organisations, and are delighted to have out first person with <b>lived experience</b> of the justice system employed as a development worker to take forward the work of PING (our South Ayrshire Service User Involvement Group).</p> <ul style="list-style-type: none"> <li>• In East Ayrshire, our ADP works closely with the <b>Scottish Drugs Forum</b> to provide opportunities for people with lived experience of addiction.</li> </ul> <p>SDF's Addiction Training Worker Project (ATWP) provides an avenue into work for unemployed people who have experienced multiple barriers related to a history of drug and alcohol problems.</p> <p>ATWP addresses <b>stigma</b> and <b>inequality of opportunity</b> for people who have experienced drug and alcohol problems. ATWP directly promotes, supports and sustains recovery – not only for people recruited to the project, but also the service users each trainee works with.</p> <p>To date, SDF have recruited a total of seven people to paid trainee places through ATWP. Four people have completed the programme, achieving SVQ Level 2 qualifications in Social Services and Healthcare. Three people secured employment after the end of the course, all of whom have sustained this since graduation.</p> <ul style="list-style-type: none"> <li>• The <b>Transition to Employment Bridging Service</b> in South Ayrshire is funded by the Big Lottery and supports individuals who are subject to CPOs and/or those in recovery from substance use issues to access an</li> </ul>		
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		<p>integrated job seeking service to assist them to make the transition towards employment.</p> <p>An Employability Advisor (EA) is based within the Justice Social Work office four days per week, which on a practical level assists with referral pathways and feeding back on progress. The EA has developed close links with Recovery Services in South Ayrshire, and this has proven to be of real benefit in helping people to engage with the recovery community, where they can be further supported outwith office hours.</p> <p>In 2017-18 the following outcomes were achieved:</p> <ul style="list-style-type: none"> <li>- 69 individuals have engaged with the project</li> <li>- 55 participants have gained a job-related qualification and enhanced life skills through cooking classes</li> <li>- 23 participants have moved into employment of which 21 were in employment for a minimum of 13 weeks</li> <li>- 9 participants have accessed voluntary work placements</li> <li>- 19 participants have accessed further training / college</li> </ul>		
7	Individuals resilience and capacity for change and self-management are enhanced	<ul style="list-style-type: none"> <li>• In North Ayrshire, <b>Women's Aid</b> have introduced a <b>Service User Involvement Group</b> which meets every 4 weeks. Activities to date include: <ul style="list-style-type: none"> <li>- Involvement in recruitment of new staff members</li> <li>- Looking at ways to gather meaningful service feedback</li> <li>- Participating in a creative writing workshop, which then developed into the production of a short film</li> <li>- Involvement in the '16 days of action' activities</li> <li>- Designing posters and mechanisms to encourage other service users to get involved.</li> </ul> </li> </ul>	Individuals have made progress against the outcome	

		<p>Feedback from members of the group has been extremely positive with women saying that they feel more confident since being involved in the group, and feel that they can “give something back” to the service and to future service users by being involved.</p> <ul style="list-style-type: none"> <li>• A range of <b>accredited and non-accredited programmes</b> aimed at facilitating behaviour change and self-management are delivered via the <b>Partnership Delivery Team</b>, including the <b>Caledonian System</b>. Feedback is collected from men following completion of each module, which can provide insight into how much of an impact the module has had on their thinking. Recent feedback has included: <ul style="list-style-type: none"> <li>- “Been listening more and understanding how my partner feels”</li> <li>- “I have learned that sexual respect offers each other respect, love, more of a sense of partnership, trust”</li> </ul> </li> </ul>		
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## SECTION B - Local Priorities

### 1. Local Priorities: *What* were your local priorities for 2017/18? (please list below)

As this was the first year of the new partnership, we concentrated our efforts on setting up the thematic groups which had been identified as those which would drive forward our priority areas. This process took longer than originally anticipated due to a delay in appointing the staff support team for CJ Ayrshire, but these groups are now established and are developing action plans to achieve the commitments within our CJOIP.

Overall, our priorities are linked to our ambitions of ‘**Beginnings, Belonging and Belief**’. Our overarching aim and priority is that everyone has the same access to opportunity and can thrive within Ayrshire. In order to achieve this, we have identified the following priority areas:

- 1. Women in the justice system
- 2. Health and justice
- 3. Throughcare and inclusion
- 4. Children and families affected by justice

**2. Local Priorities: *How* did you identify each of your priorities?**

We carried out a strategic assessment, which took a strengths based approach known as **SOAR** (Strengths, Opportunities, Aspirations, Results). <http://communityjusticeayrshire.wordpress.nexuswebdesign.co.uk/wp-content/uploads/sites/118/2017/06/02-Strategic-Assessment-for-Community-Justice-Ayrshire-V1.pdf>:

We looked at ‘the story of our area’ – identifying the significant factors which make Ayrshire unique – including the challenges we have faced over the years in adjusting to a changing landscape in terms of key employment drivers and infrastructure in the area, and our changing demographics, including our aging population. From there, we looked at where we currently are – including our current resources and the strengths we can draw upon. Some comments from contributors to our consultation process included: “going back to community policing / locality planning”, “still willing to help”, “changing boundaries”, and “youth involvement”. With the understanding of the changing landscape, and taking into consideration the data available from CPPs and partner agencies, we then looked at what the future would look like, and the resources we will have in which to deliver our joint ambitions. Comments included the following “doing more with less”, “need for a flexible approach”, “community empowerment”, “understanding of early years”, “look to recovery communities”, and “tap into the genius of the community”

We actively consulted with a wide variety of partners across statutory and the third sector as we developed our local priorities. Crucially, we also consulted with people who have lived experience of the justice system, from both a prison and community order perspective, and with those who have been affected by crimes committed by others. One of the prisoners who was involved in a conversation event within HMP Kilmarnock was moved to write a letter to our Board which included the following “For the most the meeting was attended by progressive thinkers who I believe would not be afraid to innovate, the fact that the meeting took place and its setting is testament to this.....[this letter] is written with a deep sense of gratitude that it did take place and it showed that change may be possible as well as reaffirming my own sense of worth in regard to my ability to have input in my own current situation”.

The priority areas noted in section 1 above are those where we could see the opportunity to make the most impact in the first years of the new partnership.

### 3. Local Priorities: *How* did you measure each priority?

Multi-agency approaches, especially those which span local authority boundaries, are hard to measure statistically. At this early stage of our partnership we do not have numerical data to reflect the work carried out across all areas of our plan, however we have tried to reflect progress via case studies and testimonials from those who use community justice services.

As previously mentioned, our priority was to set up our thematic and local action groups to take forward the work on our commitments. The delay in appointing the staff support team for CJ Ayrshire meant that the thematic groups were not established until well into the first year. That being said, significant progress was made via existing relationships with partners, and within the linked strategic groups such as the Violence Against Women Partnerships, the Alcohol and Drug Partnerships and the Community Safety Partnerships.

1. **Women** – we have established a ‘Whole System for Women’ thematic group, which is attended by Justice Social Work, Public Health, Women’s Aid, Barnardo’s, Apex and Police representatives, and is chaired by the Governor in Charge from SPS. This group is now developing a specific action plan for 2018-21 which will include the collection of data linked to diversion, EEI, police recorded warnings, CPOs and women in custody (including remand).
2. **Health and Justice** – this thematic group has now been established, and is chaired by a Senior Manager whose remit includes responsibility for prison and police health care in Ayrshire. It is early days in the development of this group, which has representation from Mental Health, Public Health, Addiction Services, Justice Social Work and Police from across Ayrshire. A mapping exercise has been undertaken to identify key areas of focus for 2018-21, and this will form the basis of the action plan.
3. **Throughcare and Inclusion** – we have established a ‘Throughcare and Community Integration’ thematic group, which has a focus on employability, literacies, financial inclusion and community engagement. This group is made up of a variety of Third Sector partners, Serco, Justice Social Work, Local Authority Employability Services, DWP and Financial Inclusion Services. Again, it is early days in the development of this group, but they are now working on identifying the priority areas for 2018-21. Progress is measured via referral numbers to services, income generation, and case studies.
4. **Children and Families Affected by Justice** – this thematic group has now been established, and has taken a two-pronged approach to its work. Firstly it is concerned with ensuring that children and families who have been affected by someone else’s involvement in the justice system have the support they require, and secondly, it is concerned with working with Youth Justice and other colleagues to ensure that young people involved (or on the cusp of being involved) in offending behaviour receive the support they require. Again, this is a multi-disciplinary, Pan-Ayrshire group, with involvement from Justice Social Work, Youth Justice, Families Outside, Serco, and third sector partners including Centrestage, who are developing a family visitor centre within HMP Kilmarnock.



#### **4. Local Priorities: *What* progress did you make in relation to each priority?**

The first year of the new local community justice arrangements has focussed on the development of the Pan-Ayrshire partnership. Our first CJOIP was a one year plan, which contained 43 commitments. We are pleased that we have made significant progress towards achieving many of the commitments, with others being carried forward via the thematic groups and other linked strategic partnerships into 2018-21.

Specific examples of progress made by each of the thematic groups and linked strategic groups include:

##### **1. Women**

- Piloting the use of the 'Strengths and Resilience Monitor' within our women's justice service team
- Visit to HMP Greenock to meet with TSOs and speak with women being liberated to Ayrshire to better understand their 'journey' back to the community
- Continued to learn from 'Heart & Soul' women's initiative and the development of the women's centres being funded via the Robertson Trust, and look for opportunities to co-produce other women-only initiatives locally
- Plans to carry out a mapping exercise of a women's journey through the justice system to help inform the work of the group going forward

##### **2. Health and Justice**

- Links with the HMP Kilmarnock Health Promoting Prison Group, which is focussing on 7 priority areas: physical activity, tobacco, substance misuse, capacity building for staff and prisoners, oral health and sexual health / BBV, mental health and wellbeing, and healthy eating / nutrition. Key achievements include the continued development of Royal Society of Public Health accredited Health Champions within the prison, which was commended within the HMIPS report on HMP Kilmarnock, and a phased pilot of 'Football Fans in Training' which is a programme which encourages healthy eating and physical activity.
- The group has undertaken a mapping exercise to help us to focus on specific areas of action for 2018-21, which will include identifying opportunities to utilise the Reducing Reoffending, Reducing Inequalities (RORI)

##### **3. Throughcare and Inclusion**

- We have offered training to partners in association with 'Recruit with Conviction' which has raised awareness of the barriers those with a criminal record face when applying for employment, and has provided an overview of how people can be supported to disclose any such convictions
- We are actively working with Turning Point Scotland (TPS), Serco, and community partners to identify a sustainable model for throughcare services from HMP Kilmarnock post March 2019, when TPS will no longer be coordinating this service.

- An employability project has been established within Justice Services in North Ayrshire, which prioritises helping those further from the labour market back into work
- Ayrshire College are delivering entry level courses at HMP Kilmarnock in brickwork, painting and decorating, joinery and sewing. These courses support individuals looking to secure employment or further education upon liberation.
- DWP and financial inclusion service now active members of our partnership
- A 'Housing First' pilot is being run within North Ayrshire, which has seen 6 individuals with previous multiple failed tenancies sustain their tenancies for a 12 month period
- Established links with the Sacro Veterans Mentoring Service and Poppy Scotland, who are providing support to veterans who are currently in or are on the periphery of the criminal justice system. A support network has been set up in the community and we are looking at the development of a support group within HMP Kilmarnock

#### 4.Children & Families

- We have established links with the Youth Justice services in North and East Ayrshire, with both now members of our thematic group
- We have worked with Families Outside on the production of contact cards and information posters, and have facilitated the development of links between the organisation and Court Social Work staff to help to ensure that family's needs are identified and met at court
- 'Out of the Shadows' multi-agency practitioner training dates have been agreed for 2018
- The 'Play in Prison' project within HMP Kilmarnock continues to support bonding and children's visits twice per week, and there is a 'Dad's Group Plan and Parenting Programme' now being offered.
- We are working with the HMP Kilmarnock Strategic Reference Group and Centrestage Communities to help inform the development of the Family Visitor Centre within HMP Kilmarnock

#### 5. Local Priorities: *What* are the areas you need to make progress on going forward?

Now that the partnership is established and the thematic and local action groups are up and running, we need to focus on the following areas:

- 1.The development of a **performance framework** which captures both qualitative and quantitate data to evidence the progress of our partnership.
- 2.Continue to **raise awareness of community justice** with partners and community members, and work with partners to help reduce the stigma associated with being involved in the justice system.

3. We have identified 9 **key areas of focus** for the partnership for 2018-21. These are:

- **Keep out of the Justice System** - prevention and early intervention, and also looking for opportunities to help those already in the justice system to exit it at the earliest opportunity
- **Gender Specific Approaches** – recognising that men and women have different ‘journeys’ into the justice system – we need to ensure that our approaches fit their specific needs
- **Families** – ensuring that those affected by other people’s involvement in the justice system have their needs met.
- **Victims and Witnesses** – looking at how we can work with partners to reduce the impact that offending behaviour has on those who have either been the victim or have witnessed an offence; recognising that the criminal justice system itself can cause additional trauma to victims and witnesses.
- **Inclusion and Equality** – working with partners to ensure that everyone has equal access to services and opportunities.
- **Hearing Service Users Voices** – continuing to work with our service user involvement groups in justice social work, but also ensuring that we have mechanisms for listening to the views of service users in wider community justice settings. We need to ensure that we are not ‘doing to’ people, but are ‘working with’ them when devising our plans and strategies.
- **ACEs and Trauma** – continue to raise awareness and work with partners to develop a ‘whole family approach’ to ensure that we work to both prevent future trauma, and also to help those who have already been impacted by trauma, to recover.
- **Strength in Recovery** – working with our recovery communities to learn more about how resilience can be harnessed and provide opportunities for those in recovery to flourish by ensuring they have access to employment / training opportunities.
- **Restorative Justice** – learning from restorative justice approaches already in place in Scotland and beyond, and considering whether we would like to adopt this approach in Ayrshire

## SECTION C - Good Practice

Please outline *what went well* for you in terms of community justice in your area

We were fortunate that our partnership built on that of the previous SWSCJA. This meant that we had established relationships already involved in the delivery of community justice in Ayrshire. Since we have taken a Pan-Ayrshire approach to our new partnership, this has helped agencies who would otherwise struggle to attend three separate local authority partnerships to engage with CJ Ayrshire in a meaningful way. It is also worth noting that our partnership benefits from attendance from some of the most senior officers / managers across the public and third sector in Ayrshire. This has meant that we have 'buy in' at a strategic level, and this has already paid dividends in our joint work.

An example of this is in relation to our work around ACEs and trauma, where we have seen Ayrshire Division of Police Scotland making a commitment to working towards becoming a trauma informed division. This was announced on the day of the conference on ACEs hosted by CJ Ayrshire in association with CJ Scotland. Since then, we have seen a motion to Council within North Ayrshire to commit to working towards being trauma informed, and a Pan-Ayrshire strategic ACEs group chaired and supported by CJ Ayrshire is working on the development of a collaborative approach to awareness raising and sharing best practice on trauma informed ways of working across Ayrshire. This will include the facilitation of screenings of the 'Resilience' documentary across the localities and schools in Ayrshire.

We are also delighted by the progress made within our Service User Involvement Project, which has gone from strength to strength across the three groups. Although each group is distinct and unique, they have learned much from each other, and they really are starting to contribute in a meaningful way to shaping policies and procedures in justice social work. We have now seen a Peer Mentor being employed in South Ayrshire to lead the development of this group and further establish the links with the recovery community in the area, and in North Ayrshire a Desistance Officer post has been created to lead on the work there. We are looking forward to seeing the final project deliverables later in 2108, which will incorporate a final project report and user guide to help other areas learn from the experience across Ayrshire. This is in addition to the literature review and thematic reports already published by the University of Strathclyde.

### SECTION D - Challenges

Please outline what were the challenges for your partnership/group in terms of community justice in your area **and** identify any you see going forward

Although there are benefits to the Pan-Local Authority approach taken by Ayrshire, there were some initial challenges in relation to getting the staff team in place, which led to a delay in setting up our thematic groups as the manager had insufficient capacity to establish the groups whilst being actively involved in other developmental work and the various linked strategic groups across Ayrshire, including the 3 Violence Against Women Partnerships and associated sub-groups, the 3 Alcohol and Drug Partnerships and associated sub groups, and the 3 Community Safety Partnership groups.

The delay had an impact on the setting up of the thematic groups, and it also impacted on our ability to put a performance framework into place. This is an area of development that will be picked up as a priority for the new CJOIP. That being said, we recognise that developing a performance framework will pose additional challenges in that we will need to collect data from partners across the three Ayrshire authorities. It is our intention to collect both qualitative and quantitative data going forward.

### SECTION E - Additional Information

Please add any additional information that you think appropriate in the context of your annual report



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