



Outcomes
Improvement Plan
2024-2029

Foreword from Chair

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Julie Dettbarn

Councillor Julie Dettbarn
Chair of Community Justice
Ayrshire Partnership Board

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Introduction

What is
community
justice?



Community justice is principally about organisations working together to ensure that people who have offended address the underlying causes of their behaviour, and pay back to the community where appropriate.

It aims to encourage rehabilitation, reduce reoffending, and protect the public, leading to fewer victims and safer communities.

This requires a strong partnership working approach at each point of the justice system, from the point of arrest, through to integration into the community.

Public protection remains our first priority, with robust risk management systems in place to ensure that, where appropriate, those who have committed offences can be managed safely and effectively in the community. We support the ambition of the Scottish Government to use prison only for those who pose a serious risk of harm.

What are we trying to achieve?

Our aim is to ensure that individuals who are engaged in community justice receive the support they need to reduce the likelihood of further offending and to engage positively in their communities, while protecting the public and robustly managing risk.

Why is it important?

Ultimately, we want our communities across Ayrshire to be safer and for there to be fewer victims. Often this will mean working with people involved in offending to address the factors contributing to their offending behaviour and at the same time providing an opportunity to pay back to the communities they have harmed.

Prison will continue to be the right option for some; however, justice can effectively be delivered in the community for many. Evidence shows that community-based interventions and sentences can be more effective in reducing reoffending and assisting with rehabilitation than short-term custodial sentences.

Needs of people involved in the justice system

Evidence shows that people involved in the justice system including those in prison, often have more complex health issues and underlying unmet needs in relation to mental and physical health, non-visible disability, substance use, poverty, education, housing, financial inclusion, attitudes to offending and pro-social networks and supports. Many are vulnerable, have experienced significant disadvantage, and their involvement with the justice system puts them at increased risk of further marginalisation and of being a victim of crime.

Our partnership supports the view that desistance from offending comes from addressing needs, building social capital, and helping people build empowered lives with agency and resilience.

A few words about prevention

In general terms, community justice aims to deal with the causes of offending either before it happens (primary prevention) working with people who may be at risk (secondary prevention) or supporting those who have been through the justice system (tertiary prevention).

Primary preventative work falls out-with the scope of community justice legislation although much of the work already undertaken by the statutory partners, the third sector and community bodies will be concerned with primary prevention in its various forms.

Primary prevention involves working with the general population to address potentially criminogenic factors before the onset of a problem.

Secondary prevention involves working with people identified as at risk including those who may have been arrested but not convicted.

Tertiary prevention is activity that is specifically directed towards the “designated persons” as identified in the community justice legislation. It is focussed on preventing recidivism.

Legislative context

The Community Justice (Scotland) Act 2016 sets out the statutory duty of designated partners to implement the Scottish Government National Strategy for Community Justice at a local level.

The legislation requires the Statutory Partners to:

Focus on improving community justice outcomes locally

Publish a Community Justice Outcomes Improvement Plan (CJOIP)

Publish a Participation Statement on their engagement with third sector and communities as part of the community justice planning process

Review the CJOIP periodically

Take account of the National Strategy for Community Justice, and the Local Outcomes Improvement Plan (LOIP), when developing the CJOIP

Annually report progress against the CJOIP using the national outcomes for community justice outlined in the Community Justice Performance Framework (CJPF)

Who we are

The Community Justice Ayrshire Partnership (CJAP) was established to allow for a collaborative approach to achieve the requirements of the Community Justice (Scotland) Act.

This partnership includes representation from statutory and third sector agencies across the three Ayrshire local authorities.

The Statutory Partners, as outlined in the Act are:



Chief Constable of Police Scotland

Health Boards

Integration Joint Boards for Health and Social Care

Local Authorities

Scottish Courts and Tribunals Service

Scottish Fire and Rescue Service

Scottish Ministers (i.e., Scottish Prison Service, Crown Office and Procurator Fiscal Service (COPFS))

Skills Development Scotland



Local delivery arrangements

Governance



The Community Justice Ayrshire Partnership is a pan-Ayrshire partnership working across East, North and South Ayrshire local authority areas. The CJAP Board provides strategic leadership and oversight of the work of the Partnership and is made up of both statutory and third sector partners.

It is chaired by a local elected member and vice chair support is provided by the Area Commander / Local Senior Officer for Ayrshire Scottish Fire and Rescue Service. The CJAP reports into North, South and East Ayrshire Community Planning Partnership Boards (CPPs).

The Partnership structure adopted in 2021 has been revised. There are now three Community Justice Delivery Groups in East, North and South Ayrshire CPPs, and a new Diversion, Intervention and Alternatives to Custody Delivery Group and a Community Reintegration Delivery Group which will support the work of the CJAP Board.

These groups will be coordinated and facilitated by the CJAP Team, will report into, and be directed and overseen by the CJAP Board. A diagram outlining our governance arrangements can be found on the following page.



Involving communities

As a partnership we understand the importance of listening to, and learning from, the voices of people with lived experience of the justice system, victims, families, and communities. We are committed to engaging with our local communities, to empower them to contribute to our **CJOIP** and deliverables across all priority areas. We will ensure that there is continued liaison and communication between statutory partners, non-statutory partners and third sector organisations.

We will continue to engage with people in communities including victims and witnesses of crime, people with convictions, and their families, to gather views on how we can reduce re-offending across Ayrshire, so that these can be reflected in our **CJOIP** for forthcoming years.

A Communication and Engagement Strategy will sit beside this plan which will identify our stakeholders and who we will communicate and engage with, the ways in which we'll communicate and engage, and outlines the measures we will use to evaluate our success.



National Context



The Scottish Government published *The Vision for Justice in Scotland* in 2022. This document puts forth the evidence underpinning the approach to Community Justice, and prioritises ‘women and children in justice’, ‘hearing victims voices’ and ‘shifting the balance between use of custody and justice in the community’.

A new National Strategy for Community Justice was published in June 2022. The National Strategy sets out 4 national aims and 13 priority actions (detailed on following page) which local community justice partnerships should work towards to help achieve the Vision.

The National Strategy sets the national direction for community justice and is designed to provide a clear roadmap for future work by highlighting key areas for partners to focus on.

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

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

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

3. Support the use of robust alternatives to remand by ensuring high quality bail services are consistently available and delivered effectively.
4. Strengthen options for safe and supported management in the community by increasing and widening the use of electronic monitoring technologies.
5. Ensure that those given community sentences are supervised and supported appropriately to protect the public, promote desistance from offending and enable rehabilitation by delivering high quality, consistently available, trauma-informed services and programmes.
6. Ensure restorative justice is available across Scotland to all those who wish to access it by promoting and supporting the appropriate and safe provision of available services.

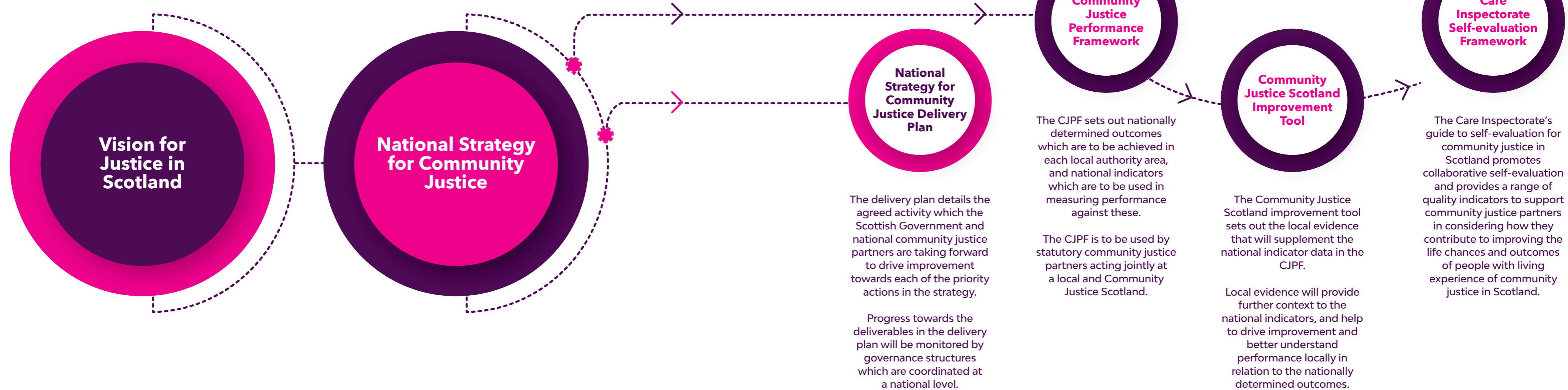
National Aim 3: Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence.

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

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

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

National Documents



Community Planning Links

As a pan-Ayrshire partnership, we must ensure our **CJOIP** links to the Local Outcomes Improvement Plan (**LOIP**) in each area and contributes to achieving these shared community planning outcomes. Whilst developing the **CJOIP** we explored the key considerations and themes relevant to community justice in each **LOIP** to establish alignment with our own plan.

East Ayrshire LOIP (2021-2024)

The East Ayrshire Community Plan (2015-2030) is the overarching strategic planning document for Community Planning in East Ayrshire. The Community Plan is underpinned by three thematic Delivery Plans which set out the actions required by partners. Delivery Plans are developed every three years, allowing them to be more responsive to current and emerging local needs.

Strategic Themes:

Economy and Skills

"Working together, we will seek to deliver sustained economic growth and build and retain wealth across all East Ayrshire communities."

Safer Communities

"Working together, we will seek to deliver improved community safety and to support our communities to be resilient, inclusive and empowered."

Wellbeing

"Working together, we will seek to improve and sustain wellbeing, care and promote equity."

North Ayrshire LOIP (2022 – 2030)

The North Ayrshire Partnership Plan (2022-2030) is the overarching strategy for Community Planning and focusses on working together to reduce inequalities. It delivers on North Ayrshire's vision of 'Fair for All' and has three key themes:

Strategic Themes:

Wellbeing

"We will reduce inequalities by targeted support to improve individual, family and community wellbeing."

Work

"We will address the causes and effects of poverty through a strong local economy and skills base."

World

"Climate Change – We will work more closely and effectively together to reduce carbon emissions and mitigate the impacts of climate change."

South Ayrshire LOIP

In South Ayrshire the **LOIP** sets out a vision and focus based on agreed local priorities where through collaborative working with community planning partners and local communities, partners can work to reduce inequalities and improve outcomes in South Ayrshire. The plan has two strategic themes and five supporting priorities

Strategic Themes:

Supporting older people to live in good health

Support for people living with dementia and their carers.

Reducing social isolation and loneliness.

Closing the poverty-related outcomes gap

Improving outcomes for care experienced children and care leavers.

Providing support for young people who are carers.

Employability and lifelong learning.

Reporting Arrangements

The **CJAP** 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.

We also have strong links to cross-cutting local partnerships including the Community Safety Partnerships, Alcohol and Drug Partnerships (**ADPs**) and Violence Against Women Partnerships (**VAWP**) in each area. These links are key to improving outcomes and reducing duplication.



Data profiles

Strategic Needs and Strengths Assessment (SNSA)

In March 2022 we undertook a comprehensive Strategic Needs and Strengths Assessment to inform our planning for this CJOIP. This looked at each of the three Ayrshire local authority areas and included trend analysis across various domains for the last ten years. This evidence base was important in establishing the current situation in Ayrshire and prompting partners to consider the local needs and gaps.

We will continue to monitor this data over the life of this plan to study the impact of local actions we undertake. The SNSA has given us a baseline for measuring outcomes.

The report looks in detail at the themes of:

Scottish Index of Multiple Deprivation (SIMD)

Scottish Public Health Observatory (ScotPHO) domain rankings

Employment

Housing

Mental Health

Substance Use

A Breakdown of our Prison Population

The Justice System (e.g. Crime Rates, Justice Social Work Reports, CPOs)

Ayrshire is a county in south-west Scotland which is sub-divided into the council areas of East Ayrshire, North Ayrshire, and South Ayrshire.

Despite National Records of Scotland (NRS) projecting the national population to increase slightly in the coming years, the population in each Ayrshire area is expected to decline.

We can assess the deprivation in the area using the Scottish Index of Multiple Deprivation (SIMD) which splits Scotland into small areas called datazones and measures them over seven domains; Income (based on things like income support, ESA, JSA, tax credit households), Employment (JSA/ESA/incapacity benefit/ severe disablement allowance recipients and UC recipients not in employment), Education (attendance, attainment, youth participation in higher education/ employment/ training), Health (including mortality,

alcohol/drug/emergency hospital stays, low birth weight, anxiety/ depression/ psychosis drugs prescribed, Access (including travel time to essential services and broadband/digital access), Crime (crime rates for violence, sexual offences, domestic house breaking, vandalism, drug offences and common assault) and Housing (overcrowded households, households without central heating).

The top 20%, or top quintile, are referred to as the most deprived areas in the country and therefore rates of higher than 20% means the area has higher rates of deprivation than the country as a whole.



East Ayrshire

East Ayrshire is the 14th largest local authority area in Scotland by size. The population is around 122,000 and projected to decrease. The decrease is predicted to be in younger people, and adults of working age, while the number of older people increases. 37,354 people in East Ayrshire live in the most deprived areas of the country.

31% of the datazones in East Ayrshire are within the top 20% deprived areas in the country: 7th highest in Scotland.



28%
of people in the area living in the most deprived areas for **Income**

32%
of people in the area living in the most deprived areas for **Employment**

25%
of people in the area living in the most deprived areas for **Access**



25%
of people in the area living in the most deprived areas for **Education**

23%
of people in the area living in the most deprived areas for **Crime**



28%
of people in the area living in the most deprived areas for **Health**



3%
of people in the area living in the most deprived areas for **Housing**

At the time of writing 230 people from East Ayrshire are in prison, the vast majority of whom are male. Over half of these people are imprisoned within HMP Kilmarnock.

North Ayrshire

North Ayrshire is slightly smaller than East and South Ayrshire in terms of size, but has a larger population, and therefore a higher population density. North Ayrshire includes the islands of Arran and The Cumbraes. The population of around 134,000 is expected to decline in the same way as the other areas in Ayrshire.

North Ayrshire is the 4th most deprived area in Scotland according to SIMD. 40% of the datazones in the area are in the top 20% deprived areas in the country. This means 56,118 people in North Ayrshire are living in the most deprived areas.



At the time of writing 230 people from North Ayrshire are in prison, the vast majority of whom are male. Over half of these people are imprisoned within HMP Kilmarnock.

South Ayrshire

South Ayrshire has a very similar size and population density to East Ayrshire. The population of South Ayrshire is around 112,000 and projected to decrease in the coming years. Like in North and East this will be due to decreasing numbers of under 65s, while over 65s increase.

South Ayrshire ranks 15th on the most recent SIMD publication. 18% of datazones – and 19,527 people in the area – are in the top 20% deprived areas in Scotland.



At the time of writing 150 people from South Ayrshire are in prison, the vast majority of whom are male. Over half of these people are imprisoned within HMP Kilmarnock.

As is set out in the Scottish Government's Vision for Justice in Scotland, many of these areas of deprivation mentioned above have an influence on whether a person will come into contact with justice services.

Arrivals to prison are disproportionately from the most deprived areas. Long-standing societal issues which exist beyond the boundaries of what we think of as the justice system impact on offending and re-offending. The causes of crime are many, varied and complex.

Some of the factors that influence whether a person will come into the justice system, such as poverty and inequality, Adverse Childhood Experiences (ACEs), attachment to school, and drug and alcohol use, are often experienced from early life.

Evidence shows that addressing the underlying needs of people who have committed a crime will reduce re-offending. Working with people in the justice system on areas like employment, their health and wellbeing, housing, can and will reduce levels of re-offending in our communities.



Community justice in Ayrshire

Diversion from prosecution

Diversion from prosecution is one of the options available to the Crown Office and Procurator Fiscal Service (COPFS). It allows people to be diverted away from formal justice proceedings and into support from local justice social work (JSW) teams to address the issues and needs contributing to their offending behaviour.

The number of diversions from prosecution cases commenced in North, South and East Ayrshire have been increasing since 2011. Since 2012, the number of cases in North Ayrshire has stayed above the Scottish average for most years, while South and East Ayrshire have increased to above the Scottish average since 2019.

The diversion from prosecution service has previously been delivered by the pan-Ayrshire Partnership Delivery Team (PDT), however as of April 2024 this service will be delivered by individual local authority JSW teams.

Support in police custody

Evidence has shown that people involved in the justice system often have higher levels of vulnerability and complex needs than the general population. Contact with the police after arrest provides an opportunity for services to provide early intervention and support to address needs including substance use and mental health.

Arrest referral services have been available in some capacity across Ayrshire for a number of years now. In North Ayrshire, the Alcohol and Drug Partnership (ADP) work with Turning Point Scotland to provide a referral service from Saltcoats custody centre for people aged 18 years and over with drug or alcohol issues, while in East Ayrshire at Kilmarnock custody centre this service is provided by We Are with You and the ADP. The custody centre in Ayr closed in 2022 and prior to this a service was provided by Recovery Ayr and South Ayrshire ADP.

Bail services

Bail services are provided as an alternative to remand and can be imposed by the courts when safe and appropriate to do so. Remaining in the community on bail means a person can continue employment, maintain connection to support services and connection to family support. It also avoids the negative consequences of custody on the children of parents who are imprisoned.

The use of electronic monitoring to support bail (EM bail) has been available in Kilmarnock Sherrif Court since May 2022 and in Ayr Sheriff Court since November 2022. Monitoring assists with ensuring a person remains in a specific place for a particular time period, be excluded from a specific location, or expected to attend a specific location within a timeframe which can contribute to community and victim safety.

Community sentences

Delivery of Community Payback Orders (CPO) is well established in Ayrshire and has been available as an option in court since 2011, allowing a person to serve their sentence in the community rather than in prison.

The court can impose one or more of a range of nine requirements, giving options that encourage a reduction in re-offending through both rehabilitation and paying back to the community. Developing a relationship with, and supporting a person through, their CPO is a person-centred and strengths-based way to promote desistance. Data on CPOs in Ayrshire shows the highest number of sentences were seen in the 31-40 years age group for both males and females. Drug Treatment and Testing Orders (DTTO) aim to support a person to reduce their drug use and related offending. These are delivered in Ayrshire by the Partnership Delivery Team.

The rate of DTTOs in Ayrshire has increased to above the Scottish average in recent years, having been below the average prior to this. In 2019/20, the most prevalent employment status for DTTOs was unemployed and the most prevalent age group was 31-40 years.

Continuity of health and social care following release from prison

There are many complex needs for which individuals require person-centred support on entering and leaving custody, including: rising social care needs as the population ages, neurodivergent people, those with learning disabilities, those who have experienced trauma and adversity and those who may experience complex physical and mental health needs.

A Community Reintegration model has been in place at HMP Kilmarnock since 2021. Statutory and third sector partners including the prison, housing services, social work, DWP, and other partners identify and seek to offer support to those with planned releases. A community reintegration meeting involving the above agencies takes place to consider those being released and the plan for their release.

In relation to drug treatment there are good systems in place to have appointments made and information on current treatment passed to community services for planned releases.

In addition, information is passed to community services on those attending court which may result in an unplanned release to ensure community services are aware with confirmation of who has been released when this is available.

The model is currently being reviewed alongside work with the Scottish Government's Getting It Right for Everyone (GIRFE) team. This work includes engagement with those with lived experience on the barriers to a successful return to the community and develop ideas for how these might be addressed.

Housing needs of people in prison

Evidence suggests that people who have access to stable housing are less likely to reoffend. The Sustainable Housing on Release for Everyone (SHORE) standards set out a consistent approach with the aim of coordinating efforts to maintain existing tenancies and possessions, minimising instances of emergency homelessness upon liberation, and providing suitable and sustainable tenancies on release that individuals are supported to maintain, including Housing First, if appropriate.

Housing support in HMP Kilmarnock is provided by Ayr Housing Aid for East and South Ayrshire residents, and by North Ayrshire Council Housing Advice Team for North Ayrshire residents. Both services work with people from the time of admission through to liberation, preventing homelessness where possible and linking with other services and organisations to ensure the best outcomes.

Throughcare support

We know from talking to people with lived experience how challenging it can be to reintegrate into the community after serving a custodial sentence. There are a range of support options available at liberation including voluntary throughcare support provided by JSW teams, national throughcare services, and local services provided by third sector organisations.

The landscape can be confusing, and as a partnership we recognise the need to work together to improve the coordination and collaboration of throughcare and wider public services to support people returning to our communities. The uptake of voluntary throughcare from JSW remains very low and engagement with the support service is usually short lived.

It is recognised that individuals may not wish to work with statutory services, and it would be beneficial to explore how to strengthen the offer of voluntary throughcare and establish stronger links with third sector organisations that individuals may be more willing to work with.

Employability

Employment can play a powerful role in reducing reoffending, improving self-esteem, encouraging resilience, and building positive social connections. Employability services and support are provided across Ayrshire by local authority teams and a range of third sector services.

The East Ayrshire Works service provides access to dedicated employability support tailored for each client and looks at advice, guidance, and training opportunities to enhance employment opportunities.

North Ayrshire operate an employability pipeline of support for any individual looking to move towards employment, education, or training. This includes programmes delivered by local third sector providers and a dedicated Employability Mentor service based within justice services to support people who have been convicted of an offence within the past five years.

South Ayrshire's employability teams provide a holistic approach based on an individual's needs both in the short and long term. An action planning approach is used, to help reach end goals and link people to wider support services as required.

Employment isn't always the right option though, and we recognise that not all people involved in the justice system will be ready for employment and many will have additional needs such as healthcare, addiction, housing, and benefits to be addressed before they are able to build the skills required to sustain employment.

Measuring our progress

In April 2023, the Scottish Government published the Community Justice Performance Framework (CJPF) to align to the new national strategy. This was shortly followed by the publication of the Community Justice Improvement Tool by Community Justice Scotland (CJS).

These documents set out the requirements of local community justice partnerships to utilise national indicator data and local evidence in annual assessment and reporting.



The Community Justice Performance Framework sets out:

9 nationally determined outcomes which are to be achieved in the area of each local authority, and

10 national indicators which are to be used to measure performance in achieving the outcomes

The CJPF re-frames the priority actions set out in the National Strategy into nationally determined outcomes, so that partners are clear on what they are aiming to achieve.

The Community Justice Scotland improvement tool sets out the local evidence that will supplement the national indicator data. Local evidence will provide further context to the national indicators and help drive improvement and better understand performance in relation to the nationally determined outcomes.

What are the national community justice outcomes to be achieved in Ayrshire?

More people successfully complete diversion from prosecution

More people in police custody receive support to address their needs

More people are assessed for and successfully complete bail supervision

More people with convictions access support to enhance their readiness for employment

More people access voluntary throughcare following a short term prison sentence

More people across the workforce and in the community understand, and have confidence in, community justice

More people access services to support desistance and successfully complete community sentences

More people have access to, and continuity of, health and social care following release from a prison sentence

More people have access to suitable accommodation following release from a prison sentence

We will develop a mechanism to monitor our partnership's progress towards achieving these outcomes and provide an update through our Annual Report each year.

Self-Evaluation

The Care Inspectorate Self Evaluation Framework for Community Justice in Scotland (2023) promotes collaborative self-evaluation and provides a range of quality indicators to support community justice partners in considering how they contribute to improving the life chances and outcomes of people with living experience of community justice in Scotland.

As a partnership, we will look to complete a self-evaluation exercise using the Care Inspectorate Framework to strengthen leadership, engagement, and partnership within the CJAP.

Reviewing arrangements

The priority actions will remain unchanged for the duration of this CJOIP, however the deliverables identified to achieve each priority action will be reviewed annually to take account of completed activity, new demands, emerging issues of concern, feedback from people using justice services and to comply with legislative requirements.



How we identified our priorities

A wide range of activities were undertaken in advance of developing this plan including completion of a full Strategic Needs and Strengths Assessment (SNSA), a series of 'Have Your Say' focus group sessions with staff and people with lived experience, a community reintegration workshop, inference development sessions at each of our community justice delivery groups and gathering baseline activity against the national outcomes in the Community Justice Performance Framework (CJPF).

After assessing our current activity against the CJPF, we felt activity was required across all national outcomes and have worked with partners to identify the activity we feel needs to take place to improve community justice outcomes and to allow us to meet the aims of the national strategy.

A full Participation Statement is available on our website and details how we engaged with third sector partners involved in community justice and relevant local community bodies in the preparation of this CJOIP.



Community Justice Ayrshire Partnership

Table of deliverables

This section details the agreed activity which local community justice partners will take forward to drive improvement towards each of the priority actions outlined in the National Strategy. If achieved, the activity will support progress towards achieving both the priority actions in the strategy and the outcomes set out in the CJPF.

Over the period of this strategic plan, the Community Justice Ayrshire Partnership will seek to:

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

No.	Deliverable	Responsibility	How impact will be assessed
Priority Action 1 – Enhance intervention at the earliest opportunity by ensuring greater consistency, confidence in and awareness of services which support the use of direct measures and diversion from prosecution			
1.1	Consider the 'Joint review of diversion from prosecution' report and implement recommendations as appropriate	CJAP Team, JSW	Local progress will be made in line with national directives.
1.2	Undertake the diversion from prosecution 'Achieving Community Justice Outcomes' targeted resource and develop improvement actions	CJAP Team	Completion of targeted SNSA and development of actions.
1.3	Further develop the current data collection mechanism to support future diversion from prosecution planning	CJAP Team	Diversion dashboard.
1.4	Increase awareness of diversion with partners and identify how they can support the needs of people undergoing diversion from prosecution by providing diversionary opportunities	JSW (TBC)	Case studies. Diversions successfully completed. Partner feedback regarding knowledge of diversion
1.5	Work with Police to increase awareness of recording antecedent information to support COPFS decision making around diversion from prosecution	Police (TBC)	Feedback from COPFS
Priority Action 2 – Improve the identification of underlying needs and the delivery of support following arrest by ensuring the provision of person-centred care within police custody and building upon referral opportunities to services including substance use and mental health services			
2.1	Work with Alcohol and Drug Partnerships (ADPs) and third sector partners to support the ongoing implementation and development of drug and alcohol support for people in police custody	ADP, Third Sector Partners	Referral pathways in place. Number of referrals from custody centres.
2.2	Undertake the arrest referral 'Achieving Community Justice Outcomes' targeted resource and develop improvement actions	CJAP Team	Completion of targeted SNSA and development of actions.
2.3	Review the availability of mental health support available to people in police custody	Police (TBC)	Progress reports.

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

No.	Deliverable	Responsibility	How impact will be assessed
Priority Action 3 – Support the use of robust alternatives to remand by ensuring high quality bail services are consistently available and delivered effectively			
3.1	Undertake the bail supervision 'Achieving Community Justice Outcomes' targeted resource and develop improvement actions	CJAP Team	Completion of targeted SNSA and development of actions.
3.2	Support the implementation of the bail elements of the Bail and Release from Custody (Scotland) Act	JSW (TBC)	Progress reports.
3.3	Review the availability of services supporting the needs of people appearing at court, including signposting and referral pathways	CJAP Team	TBC
Priority Action 4 – Strengthen options for safe and supported management in the community by increasing and widening the use of electronic monitoring technologies			
4.1	Monitor and contribute to national developments in relation to electronic monitoring	JSW (TBC)	Practitioner feedback
4.2	Explore available data in relation to electronic monitoring assessments and disposals to support future delivery	JSW, CJAP Team (TBC)	TBC
Priority Action 5 – Ensure that those given community sentences are supervised and supported appropriately to protect the public, promote desistance from offending and enable rehabilitation by delivering high quality, consistently available, trauma-informed services and programmes			
5.1	Review the availability of referral pathways to support the needs of local population on community sentences	JSW (TBC)	Review completed and pathways in place.
5.2	Identify opportunities partners can offer through the 'other activity' element of unpaid work	JSW (TBC)	Increased range of options for 'other activity'.
5.3	Work with the Trauma Leads to increase roll out of trauma informed training for all stages of the community justice process, including frontline partners, courts, and prisons	Trauma Leads (TBC)	Training completed and feedback.
Priority Action 6 – Ensure restorative justice is available across Scotland to all those who wish to access it by promoting and supporting the appropriate and safe provision of available services			
6.1	Monitor and contribute to national developments in relation to restorative justice	JSW, CJAP Team (TBC)	Practitioner feedback.
6.2	Commence local planning for restorative justice services when national infrastructure and funding is in place	JSW, CJAP Team (TBC)	TBC

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

No.	Deliverable	Responsibility	How impact will be assessed
Priority Action 7 – Enhance individuals access to health and social care and continuity of care following release from prison by improving the sharing of information and partnership working between relevant partners			
7.1	Explore options to develop the HMP Kilmarnock Visitor Centre to provide a departure lounge / one stop shop for those leaving custody to directly access services prior to leaving the prison estate	JSW, SPS, HMP Kilmarnock Visitor Centre – Recovery Enterprises Scotland (RES)	Establishment of service. Numbers attending. Feedback.
7.2	Raise awareness and monitor the implementation of the prison to residential rehabilitation pathway	NHS – Prison Healthcare Team	Number of times pathway is used.
7.3	Consider implications of proposals in the Bail and Release from Custody (Scotland) Act to introduce a pre-release planning duty on named partners. Baseline against proposed minimum standards.	CJAP Team	Progress reports.
7.4	Consider the role of Prison Link Officers and the weekly community reintegration meetings delivered from HMP Kilmarnock and explore options to develop this into a wider multi-agency process	SPS, CJAP Team (TBC)	Refreshed plan.
7.5	Engage with SPS to explore how information can be shared from across the prison estate to support rehabilitation planning for all those returning to Ayrshire from custody	SPS, CJAP Team (TBC)	Information sharing pathways in place.
7.6	Complete review of Community Reintegration model utilising the GIRFE model design tools including co-design with lived experience	JSW (East Ayrshire)	TBC
Priority Action 8 – Ensure that the housing needs of individuals in prison are addressed consistently and at an early stage by fully implementing and embedding the Sustainable Housing on Release for Everyone (SHORE) standards across all local authority areas			
8.1	Explore opportunities to increase justice peer support for housing services	Housing (TBC)	TBC
8.2	Explore opportunities to improve support planning for people being held on remand	Housing (TBC)	TBC
8.3	Support housing partners in local authorities to embed the SHORE standards	Housing (TBC)	TBC

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

No.	Deliverable	Responsibility	How impact will be assessed
Priority Action 9 – Enhance individuals life skills and readiness for employment by ensuring increased access to employability support through effective education, learning, training, career services and relevant benefit services			
9.1	Engage with Local Employability Partnerships to promote the needs of people within the justice system	CJAP Team	Percentage of those in employability services with convictions.
9.2	Support partners to embed the learning from the Recruit with Conviction training	CJAP Team	Training delivered. Resources produced.
9.3	Work with HMP Kilmarnock to support the development of the work sheds to reflect local labour market - ensuring the work available is focussed on learning or maintaining skills that will help support employability post-liberation	SPS, CJAP Team (TBC)	TBC
Priority Action 10 – Enhance community integration and support by increasing and promoting greater use of voluntary throughcare and third sector services			
10.1	Ensure pathways into support are available for people returning from prisons outside of Ayrshire	SPS	Pathways developed.
10.2	Work with partners to deliver throughcare support events within HMP Kilmarnock	CJAP Team, NHS – Public Health (TBC)	Event feedback.
10.3	Explore opportunities to improve support planning for the remand population	SPS (TBC)	TBC
10.4	Establish a data collection mechanism to support future community reintegration planning	CJAP Team	Data collection mechanism in place.
10.5	Raise awareness of JSW voluntary throughcare, how it can support links with third sector services, and how support can be provided for up to 12 months following liberation	JSW (TBC)	TBC

Aim 4 – Strengthen the leadership, engagement and partnership working of local and national community partners

No.	Deliverable	Responsibility	How impact will be assessed
Priority Action 11 – Deliver improved community justice- outcomes by ensuring that effective leadership and governance arrangements are in place and working well, collaborating with partners and planning strategically			
11.1	Identify partners to lead and report on CJOIP deliverables	CJAP Team	Partners identified.
11.2	Develop local performance monitoring arrangements	CJAP Team	Framework developed. Regular reports.
11.3	Complete a self-evaluation of the CJAP using the Care Inspectorate self-evaluation framework and identify improvement actions	CJAP Team	Self-evaluation report.
Priority Action 12 – Enhance partnership planning and implementation by ensuring the voices of victims of crime, survivors, those with lived experience and their families are effectively incorporated and embedded			
12.1	Support the continued development of the justice service user involvement groups in Ayrshire – MAD, PING and CVN	CJAP Team, JSW (TBC)	Practitioner feedback.
12.2	Identify methods for engaging with victims to increase participation in community justice through a CJAP Communication and Engagement strategy	CJAP Team	Plan will have its own measures.
Priority Action 13 – Support integration and reduce stigma by ensuring the community and workforce have an improved understanding and confidence in community justice			
13.1	Work with MAPPA colleagues to produce an awareness raising video	CJAP Team, JSW (TBC)	Video produced. Video feedback.
13.2	Work with MAPPA colleagues to deliver an awareness raising conference/event	CJAP Team, JSW (TBC)	Conference evaluation.
13.3	Develop a refreshed Communication and Engagement Plan outlining our stakeholders and methods	CJAP Team	Plan will have its own measures.
13.4	Develop an E-learning module to increase partner awareness, knowledge and understanding of community justice	CJAP Team	Training completion numbers. Feedback.
13.5	Work with HMP Kilmarnock Visitor Centre to produce a short film on the visiting process	HMP Kilmarnock Visitor Centre – Recovery Enterprises Scotland (RES)	Video produced. Video feedback.



Cunninghame House,
Irvine, KA12 8EE
t. 01294 317 203

www.communityjusticeayrshire.org.uk
@CJAyrshire
communityjusticeayrshire@north-ayrshire.gov.uk