Community Justice Scotland

Ceartas Coimhearsnachd Alba

Community justice outcome activity across Scotland: Local area annual return template Reporting year April 2024 – March 2025

April 2025



1. Background

This reporting template has been developed in discussion with community justice representatives from local areas. This template is designed to enable local areas to gather information and report on progress towards the community justice outcomes.

2. Statement of Assurance and Data Usage

The information submitted to CJS using this template will be used by CJS in its role to monitor, promote and support improvement in, and keep the Scottish Ministers informed about, performance in the provision of community justice.

In line with provisions in the Data Protection Act 2018 and the General Data Protection Regulation (GDPR), CJS will use appropriate data to ensure that there is continuous reporting, development and progress towards the national outcomes. By providing data to CJS you are consenting to its use by CJS as indicated. Community Justice Partnerships should be aware that any information held by CJS is subject to statutory Freedom of Information obligations.

Completion of the template can help local partnerships to fulfil their requirements under s23 (1b) of the Act by using the developed content to inform the production of the publicly facing summary statement of annual progress.

3. General principles of the template

The template and guidance have been developed using the following principles:

- Support CJS in developing the evidence base for local community justice activity and progress across Scotland within the reporting year
- Support CJS to comply with their duties set out in the Act, Sections 26-30
- Support local partners to comply with their local reporting requirements set out in section 23 of the Act.



4. How to fill in the template

The return should be completed and consulted on with partners involved in community justice in your local area. In line with the Act this includes statutory partners, third sector bodies involved in community justice in the area, and such community bodies or other persons as partners consider appropriate. CJS expects that completion of this template will be a collaborative effort.

This template incorporates guidance to support completion, with the text *(in blue)* providing reflective prompts to consider when developing your answer, which can be deleted and replaced with your response. These should be considered together through the development of your answer rather than addressed individually.

There is no expectation that areas will return substantial numerical data. It is likely that local areas will not have the national data indicators set out by the Community Justice Performance Framework at the time they are completing this template. It is not anticipated that CJS will routinely use or refer to local level national indicator data in the context of the national outcome activity annual report. If in developing the national report it becomes apparent that local-level data may support further analysis of particular outcomes, for example in identifying potential recommendations, exploring data outliers, or areas for further development, we expect this to be taken forward in discussion with the relevant local areas and partners.

Instead, we want partners to focus on the qualitative evidence drawn from their activity and insights about impact. Relevant local supporting evidence from the <u>CJS</u> <u>improvement tool</u> that will supplement the national indicator data has been specified under each national outcome in this template. We would encourage partners to develop the response to this template in conversation with each other and view it as an opportunity to reflect on your strengths and needs in partnership.

Where the template asks for evidence, a written response will suffice and there is no expectation that you send additional supporting documentation – if there are any aspects CJS is unclear on, it will be our responsibility to request clarification where necessary.

If any response or evidence requires details about people with lived experience (e.g. evidence in respect of someone's life story) please DO NOT include any identifiable personal or sensitive information (as outlined in Schedules 2 & 3 of the Data Protection Act 1998) as CJS does not require such information. If this is unavoidable then please ensure that the data is fully anonymised.

If you have any queries about completing the template, then please email CJSImprovement@communityjustice.scot.



1. Community Justice Partnership / Group Details

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Name of local authority	East, North, South Ayrshire
area/s	
Name and contact details	Name: Cllr Julie Dettbarn
of the partnership Chair	Email: Julie.dettbarn@south-ayrshire.gov.uk
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Contact for queries about	Name: Kirsty Baker
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2. Template Sign-off from Community Justice Partnership / Group Chair

Enter the name of the chair to confirm that the local community justice partnership representatives have agreed this return as an accurate record. It should be returned to CJS by 26 September 2025.

For the purpose of submitting this return to CJS ensure you have agreement from community justice partners.

Date: 3rd July 2025

Name: Who Duffern



3. Governance Arrangements

Last year, we asked partnerships to describe their governance structure for community justice arrangements and include links to wider community planning. Please describe any substantive changes since your previous answer.

The purpose of this question is to contextualise local arrangements for community justice and understand any connections to other local groups or partnerships.

If nothing has changed from your previous return this question can be left blank.

The Community Justice Ayrshire Partnership (CJAP) remains 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 used from 2021 to 2024 has been revised. There were previously five delivery groups which supported the work of the CJAP board and there are now three. The three local authority specific delivery groups have ceased, while a new Community First Delivery Group was established in 2024. The Diversion, Intervention and Alternatives to Custody Delivery Group and the Community Reintegration Delivery Group continue to progress. Moving forward with three thematic delivery groups, each responsible for a subset of the actions as set out in our CJOIP has allowed more focussed work to be taken forward which aligns with the national aims. Each delivery group continues to be coordinated and facilitated by the CJAP Support Team, and report into, and be directed and overseen by the CJAP Board.

4. The year overall

This section should be used to reflect some of the a) challenges/negative implications and b) opportunities/positive implications from the reporting year on the community justice partnership. This can include impact on the improvement activity, partner collaboration, delivery of services, or other as relevant.

Challenges / Negatives

Describe some of the negative impact(s) and/or challenge(s) your community justice partners/hip faced in the reporting year. You may include how the partnership responded to these.

Positives / Opportunities



Describe some of the positive impact(s) / opportunity(ies) your community justice partners/hip faced in the reporting year. You may include how the partners responded to these.

Challenges / Negatives

Most of the challenges experienced this year were also faced last year.

- Awaiting implementation dates for various elements within Bail and Release from Custody Act trying to progress a range of work linked to release from prison which will be impacted by the changes within the legislation e.g. pre-release planning duties, throughcare standards, no Friday releases etc. Difficult to plan as we're unsure of what this will look like when it becomes enacted and want to ensure our local activity is fully aligned. Information available has been used to 'baseline' what currently happens and compare this with the proposed throughcare standards/pre-release planning requirements, to provide an indication of which areas will require focus.
- Gathering local evidence (specifically data related when that isn't available / already collected) a large-scale data gathering exercise has taken place to assess the feasibility of collecting and monitoring a wide range of data linked to the CJS Local Evidence tool and the CJS targeted resources on community justice outcomes. Some of the data is readily available, but a high number of the data points are either unavailable or would require a manual trawl of a system which is often resource intensive.
- Misalignment between national direction and availability of resources to support that – e.g. National objective to increase use of diversion, however there is a waiting list in place to manage current numbers, more funding would be required to increase these numbers, but no partnership funding available to support objective. Similarly challenges across various services where there had been no change to the justice budget but caseloads have increased significantly.
- STP40: There was an understanding that releases from all establishments to the Ayrshire area would be discussed at the pre-liberation planning meeting at HMP Kilmarnock. Despite this, other establishments seemingly had not completed the relevant paperwork to allow the men to be discussed at the weekly HMPK meetings and so those people were not discussed.

Positives / Opportunities

After a lot of work and effort from partners, the new Community Justice
 Outcomes Improvement Plan (CJOIP) was published. This will guide the work of
 the partnership over the next 5 years and allow for more focussed approach to
 delivering on the national aims.



Priority Action One

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

Nationally determined outcome:

More people successfully complete diversion from prosecution¹

Local Evidence

- Mechanisms are in place to understand the views of people undertaking diversion from prosecution and are used to support improvement.
- Mechanisms are in place to understand the views of people supporting the delivery of diversion from prosecution and are used to support improvement.

5. What activity has taken place to increase successful completion of diversion? What impact has there been as a result?

In developing your answer to this question, you should engage with the relevant local partners involved in the planning, development, delivery and monitoring of activity. We would encourage you to reflect on engagement and collaborative activity rather than solely single service delivery.

For this Priority Action, you may wish to consider involvement from the following partners and stakeholders:

- Crown Office and Procurator Fiscal Service (COPFS)
- Police Scotland
- Justice Social Work
- Third Sector
- Health
- Skills Development Scotland
- Scottish Fire and Rescue Service
- Any other partners as relevant

Number of diversion from prosecution:

- assessments undertaken
- cases commenced



¹ National Indicator:

Activity and Impact

The Diversion, Intervention and Alternatives to Custody (DIAC) Delivery Group is responsible for progressing the deliverables in the CJOIP aligned to priority one. This group has membership from Police Scotland, ADPs, NHS, JSW and the third sector.

The 'Joint review of diversion from prosecution' report was published in February 2023. The recommendations were shared and discussed amongst the DIAC delivery group. Partners ensured that all the recommendations for CJPs (2, 4, 5, 6 and 32) have been referenced, or incorporated into the deliverables in the Ayrshire CJOIP. Recommendation 2 to be addressed through deliverable number 1.2, recommendation 4 through 1.5, 5 through 1.4, 6 through 12.2, and 32 through 1.3.

The Partnership has committed to undertake the diversion from prosecution 'Achieving Community Justice Outcomes' targeted resource and develop improvement actions. The draft document was initially shared and discussed with DIAC group in March 2024, and has been discussed and progressed throughout the year. Initial work was centred around gathering relevant data and contact has been made with COPFS and JSW in each area to establish if we can gather the required data. The finalised targeted resource document was published June 2024. Quantitative data was sourced and gathered, while relevant managers were asked how best to gather qualitative data for which we don't already have information. Feedback has been received from staff in two of the authority areas. A draft document containing all available info is in development and will be discussed at the next meeting to progress the targeted resource.

Discussions have taken place around gathering feedback from people on Diversion. South Ayrshire JSW worked on a new exit questionnaire form for all services to better capture this. NHS health improvement colleagues facilitated a discussion about best practice for gathering qualitative data.

At the DIAC meeting in March 2025, a diversion worker from South Ayrshire attended to provide an overview on a complex case she is currently working on. The worker provided some background information to set the scene and spoke in detail about the work that had been undertaken to date with this person where there have been multiple professionals involved. This was a good opportunity for partners to hear about some of the complexities and issues faced when delivering Diversion services, which is meant to be the lowest touch order, low level crime, which has been diverted from Court. Further noting that complex cases like this are being diverted more and more often now.

It was identified that there was a need to develop the current data collection mechanism to support future diversion from prosecution planning. Contact has been made with various data sources to try and establish what data can be incorporated. This data was also discussed at COPFS/Police/CJP sheriffdom meeting in our area; a data dashboard tool which captures annual published stats for diversion and FWO, and local COPFS data, has been finalised and agreed. Benchmarking figures for all areas in south west sheriffdom are included. This will be updated and discussed at sheriffdom meeting on an



annual basis. CJAP Data Hub also includes all published info related to diversion, and partners have been encouraged to review this and offered support to do so.

With one of the aims being to increase awareness of diversion with partners and identify how they can support the needs of people undergoing diversion from prosecution, over 40 partners from across Ayrshire attended a workshop in June. The session introduced the new CJOIP, the new delivery group structure and aimed to increase partner's understanding of the role of justice social work. Partners learned more about the impact of community sentences and interventions, what they are, how they're delivered by Justice Social Work, some facts and figures around community sentencing in Ayrshire and looked at opportunities for further collaboration with wider partners and services. This included an input on Diversion from Prosecution, where JSW colleagues explained what diversion is, what it aims to achieve, what the benefits are, and the strengths and challenges of using diversion to provide early intervention and support. At the end of the workshop, partners were asked to consider within their own services if there were ways they could support diversion, including being part of the early intervention plan for people they may already be supporting, and if the there is any work they do which could support someone as part of an early intervention support.

JSW engage with partners who are already working with people on Diversion, therefore potentially avoiding duplication of work by taking a back seat – CJAP support team met with local diversion team managers to discuss how we can capture this information, and the use of case studies was considered to be the most effective and manageable.

Some partnership work with Police colleagues to increase awareness of recording antecedent information to support COPFS decision making around diversion from prosecution was identified in our CJOIP. We are aware that diversion awareness/training sessions were delivered by CJ Co-ordinator in East Dunbartonshire (to 55 local police staff and partners) and this was shared with police representative on DIAC group with a view to establishing if something similar could/should be replicated in Ayrshire.

A Community Justice Scotland Improvement Lead attended the DIAC in March 2025 and provided an update on some of the national developments around Diversion. One of the things discussed was the new Diversion Guidance which is due to be issued.

Local Evidence

In Ayrshire, mechanisms are in place to understand the views of people undertaking diversion from prosecution. Exit questionnaires are provided to service users electronically by the team who deliver the service. These anonymous surveys include asking participants if their awareness of the risks of re-offending, the impact on the victim and wider community, and their knowledge of other agencies which can support them, have increased. An analysis of the responses can be undertaken to ascertain views and to incorporate them into further progress of service delivery.



Although COPFS does not routinely engage directly with those undertaking diversion, sporadic feedback is received through a variety of mechanisms, both from accused persons' and alleged offenders and others impacted by the diversion process. Any such feedback is shared for relevant learning.

Sacro counselling service accepts referrals for those made subject to Diversion from prosecution and they also seek feedback from all those they support via a service specific feedback from.

As well as through regular supervision, staff delivering diversion have opportunities to put across their own views by attending National Diversion Forums, the Ayrshire Local Diversion Forum, and participating fully in National Diversion Review.

COPFS engages regularly and on an ongoing basis with staff (prosecutors and those involved in the administration of diversion from prosecution) to gather views in relation to the process, and also with prosecutors regarding the appropriate use of diversion, including the appropriate use of diversion in relation to more serious offending. Training is provided to prosecutors and feedback gathered in relation to relevant learning and local liaison takes place with partners through the Community Justice Partnership model.

COPFS engaged with the Inspectorates (Prosecution, Constabulary, Care) in relation to their review of diversion from prosecution and continues to work both internally and with partners to respond to relevant recommendations in the Inspectorates' report.

Sacro's counselling service team are supported by an external counsellor and within Support and Supervision, any issues raised within these sessions would identify any changes required.



Priority Action Two

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

Nationally determined outcome:

More people in police custody receive support to address their needs²

Local Evidence:

- There is an effective relationship between community justice partners, Alcohol and Drug Partnerships (ADPs) and police custody suite for local population.
- Referral pathways and support are in place from police custody suite for local population
- 6. What activity has taken place to support people in police custody to access support? What impact has there been as a result?

In developing your answer to this question, you should engage with the relevant local partners involved in the planning, development, delivery and monitoring of activity. We would encourage you to reflect on engagement and collaborative activity rather than solely single service delivery.

For this Priority Action, you may wish to consider involvement from the following partners and stakeholders:

- Police Scotland
- Local Authority
- Justice Social Work
- Third Sector
- Health
- Scottish Courts and Tribunal Service
- Any other partners as relevant

• Number of referrals from custody centres



² National Indicator:

Activity and Impact

Local deliverables aligned to priority two are also the responsibility of the DIAC delivery group in Ayrshire to take forward.

One of these deliverables was to 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.

A new service provided by Sacro in Saltcoats, funded by VRU – began this year, aiming to reduce re-entries into custody suite. A worker goes into the custody suite on a Sunday afternoon to speak to people briefly about their needs and may also then meet person at court on the Monday and deal with those immediate needs (via signposting, no ongoing intervention from Sacro). Initial presentations were made to relevant partners. Independent evaluation of both sites (Saltcoats and Fife) was undertaken. There is a fixed amount of money for project and it will last until that money is used - referrals have been higher than anticipated so may be shorter than first thought. Through the partnership, links were made between Sacro and local services.

Sacro pilot is a standing agenda item at DIAC DG, and updates have been provided to the CJAP Board, with data shared to evaluate impact.

From April 2024 to February 2025 Sacro had received 119 referrals and attended 147 appointments. The most common service they signposted people to was to drug and alcohol supports, but there were also some to Shine, to SAMH/Mental Health service and to Housing & energy advice. The service also gathered feedback from the navigator and from individuals who were supported, and the quotes and case studies show the positive impact it has had.

Police Scotland's Criminal Justice Services Division (CJSD) are responsible for custody related matters. Partners are aware that there is a new national Police process along with relaunch and education piece to raise awareness.

- updated and ongoing training opportunities for staff.
- further recruitment of a cohort of Custody Support and Intervention Champions to promote service.
- increased ongoing engagement with current support services (more regular meetings to assess/ monitor services provided (on a 1:1 or geographical area basis)) and where possible / appropriate looking to support the use of more link workers coming into the cells.
- further mapping of services and seeking to work with all local authorities / CJ partners to identifying and then fill gaps in provision.
- Establishment of a working group, as per the actions noted in the Community Justice Delivery Plan

Ayrshire ADPs provided info for police training/awareness/referrals, and flyers/cards for custody suites.



A meeting with Sacro, police and south ADP takes place regularly to discuss progress and any issues. For example police custody staff have identified a gap around MH support – CJAP support team have offered to support. Police custody staff have a directory of support agencies which they use signpost and refer people in custody where appropriate.

On the Community Interventions and Support Directory there are 6 services listed as providing MH support in East Ayrshire, 6 in North Ayrshire, and 5 in South Ayrshire. This tool has been used by Sacro to find agencies.

As the Partnership have committed to work through all the targeted resource documents, initial work took place around the arrest referral tool. This initial work included identifying if the required data was available to evaluate current delivery. This targeted resource calls for several data points to be sourced from Police Scotland. The local representative has advised this information is still under development and so not currently available. We would benefit from Community Justice Scotland engaging with national partners around provision of data to local CJPs rather than a separate request from each partnership.

Partners are reviewing the availability of mental health support available to people in police custody. There may be a future input to DIAC group on MH support in police custody given the communication gap in this area. Initial work could include undertaking a mapping exercise of what support is available at high and low level of need – understanding who does what and when. Consideration will be given to the feedback about health care in police custody in the Healthcare within Justice Summary Stakeholder Engagement Evaluation Report. The Health Improvement Team could provide support to staff in terms of increasing the knowledge and skills via resources and training for low level support.

Local Evidence

In Ayrshire there are two custody suites based in Saltcoats and Kilmarnock that facilitate the criminal justice requirements across the three local authority areas. In 2024/25, referral pathways were in place for residents in each Local Authority area who come into custody, the service providers being Sacro in Saltcoats and Police Scotland Custody staff.

There are excellent working relationship and connections between Ayrshire Police Division, the Community Justice Ayrshire Partnership and the ADPs in each of the three local authorities. All parties are engaged in discussions around service provision for peer support and custody navigator services.



Priority Action Three

Support the use of robust alternatives to remand by ensuring high quality bail services are consistently available and delivered effectively

Nationally determined outcome:

More people are assessed for and successfully complete bail supervision³

Local Evidence

- Mechanisms are in place to support a high quality bail assessment.
- Referral pathways are in place that support identified needs of people on bail supervision.
- 7. What activity has taken place to increase the use of bail, and support people to access services to address needs while on bail? What impact has there been as a result?

In developing your answer to this question, you should engage with the relevant local partners involved in the planning, development, delivery and monitoring of activity. We would encourage you to reflect on engagement and collaborative activity rather than solely single service delivery.

For this Priority Action, you may wish to consider involvement from the following partners and stakeholders:

- Defence Agents
- Police Scotland
- Scottish Courts and Tribunal Service
- Third Sector
- Justice Social Work
- Crown Office and Procurators Fiscal Service
- Judiciary
- Employability, Education and Training services
- Housing
- Health
- Any other partners as relevant

Number of:

assessment reports for bail suitability

bail supervision cases completed



³ National Indicator:

bail supervision cases commenced

Activity and Impact

The CJAP DIAC delivery group will progress the local deliverables set out in our CJOIP in relation to bail. Staff responsible for the delivery of bail supervision sit on this group and can also advise on national groups e.g. the Strengthening Alternatives to Remand Project Group etc.

The bail supervision 'Achieving Community Justice Outcomes' targeted resource was discussed at the DIAC delivery group. Some of the data points required at the initial stage of this resource have been sourced and are available but further information to be sourced from local JSW teams is required.

Partners will support the implementation of the bail elements of the Bail and Release from Custody (Scotland) Act. Information relating to the Bail elements of the B&R Act was shared and discussed while we await implementation of that part of the act (Part 1 Sections 1-7). Partners discussed resource issues of implementation especially around EM Bail – for example a lot of time spent undertaking assessments with not a lot of output.

CJAP support team are looking to progress initial stages of reviewing the availability of services supporting the needs of people appearing at court, including signposting and referral pathways. This will include undertaking mapping exercise to look at what services are available to support the needs of people appearing at Court. Links and visits with Court Social Work Teams progressing to see what information can be obtained. Court SW staff provide support to people attending court, and conduct assessments/provide reports on request. JSW court teams have raised concerns around people being released from court with no means to travel home, or where people have been released from remand when they had expected to be returned to custody. We are exploring options to form a 'Safeguarding from custody' working group similar to D&G.

A Community Justice Scotland Improvement Lead attended the DIAC in March 2025 and provided an update on some of the national developments around Bail. One of the topics discussed was the high volume of Failure to Attend warrants, and some reasons for these, including communication. The development of the nudge project was also discussed to try and address some of these.

Local Evidence

Strong partnership working ensures tight processes across both Ayrshire courts and specialist delivery of service at both assessment and monitoring stage. There are regular working group meetings/ staff meetings to monitor progress and full awareness of national activity/ obstacles.

End to end processes are in place for Bail assessments and training has been provided for all Court JSW staff in Ayrshire to ensure that process is streamlined, workable and consistent. Process begins with JSW Court staff receiving 'bail opposed' list from



Procurator Fiscal. If this is not received in a timely manner, then the Court will either overrun or bail assessments will not be undertaken due to tight timescales.

Training has also been provided to all JSW Court staff to ensure that the information included within the bail assessments is relevant and within correct section. Local bail meetings have been established and continue to meet on a regular basis to discuss any problems.

When a referral is made the Justice Officer/ Social Worker undertakes the assessment as soon as possible. Interview with service user initially (usually within Court Cells) and subsequent information gathering by computer or telephone. In some instances, clarification sought from service user afterwards. Assessor will note whether suitable/unsuitable / unsuitable with reservations.

Initially, if bail supervision is being considered, a person-centred action plan is devised to highlight any areas of difficulty, and any urgent signposting to services is done. The plan is then revisited at first appointment with Bail Supervision Worker and reviewed on a 3 monthly basis. Frequency of contact/ type of contact (whether home visit or office-based), outline of groups which SU can attend/ and or 1 to 1 support by Supervising officer are all discussed.

Various local services are utilised through Bail Supervision to support sustainable life choices. The main services including Addiction Services, Mental Health, Learning Disability, Housing, employability, DWP, GP. Ongoing difficulties can be experienced due to NHS waiting times, tight criteria and waiting lists.

1 to 1 support is bespoke to address needs/ improve overall situation by advocacy/ signposting. Bail Supervision SU would access groupwork designed for general offending and adopted by Justice Services across Ayrshire.

Within BS national guidance, processes for non-compliance are very strict and SU is made aware of this from the outset. If non-compliance is evident, Justice Workers make every effort to contact the service user and to encourage compliance – including telephone contact/ home visit. In the event of breach proceedings being initiated, an 'end to end' process with the Police is established and a breach report is submitted within a period of 24 hours.



Priority Action Four

Strengthen options for safe and supported management in the community by increasing and widening the use of electronic monitoring technologies

No nationally determined outcome.

Progress in delivering this priority action should be evidenced with reference to any relevant local activity.

8. What activity has taken place in your area to increase the use electronic monitoring technologies? What impact has there been as a result?

This priority action was identified by Scottish Government as requiring nationally-driven actions as set out by the community justice strategy delivery plan. Given this is a developing area that does not have a national outcome set by the National Strategy and Performance Framework, there is no statutory obligation to report on progress and CJS do not expect many local areas to have driven priority activity in relation to progressing it as part of their community justice duties. However we recognise that some local areas, for example those involved with any pilot projects, may have information that is relevant and useful to share with CJS and others. If relevant, please use this question to inform us about any significant local activity to undertaken progress this area, and any associated impact.

Activity and Impact

EM bail has been established within both courts in Ayrshire - Kilmarnock Sheriff Court and Ayr Sheriff Court – since 2022. To support this, there are specialist staff both within Courts to undertake assessments for EM/ Bail supervision and within Community.

Staff responsible for the delivery of EM bail supervision sit on the DIAC delivery group.

The Partnership continue to monitor and contribute to national developments in relation to electronic monitoring, as well as explore available data in relation to electronic monitoring assessments and disposals to support future delivery.

Partners have discussed resource issues with EM Bail - a reduction in ring-fenced funding makes it more challenging to increase and widen the use of the service. There will be real limitations to what can be done, a lot of time can be spent undertaking assessments with not a lot out output.

CJAP support team have access to national benchmarking figures and these are available on the data hub. These stats have been shared with DIAC group, and CJS have been contacted about the provision of further data. Agreement was given for this data to be used and shared. EM Bail data is presented on the CJAP data hub alongside data from other areas to allow benchmarking. Partners have been encouraged to view the data on the hub to inform future service planning.



We know from 2024 figures that North Ayrshire had the highest rate of EM Bail orders in the country. East Ayrshire had the third highest rate, and South Ayrshire were also above the national rate.

A Community Justice Scotland Improvement Lead attended the DIAC in March 2025 and provided an update on some of the national developments around Electronic Monitoring.



Priority Action Five

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

Nationally determined outcome:

More people access services to support desistance and successfully complete community sentences⁴

Local Evidence

- Availability of local programmes to support desistance from domestic abuse and sexual offending.
- Availability of referral pathways to support the needs of local population on community disposals.
- Mechanisms are in place to understand the views of people with experience of community disposals to support improvement.
- Mechanisms are in place to understand the views of the community justice workforce with regard to supporting the needs of people subject to community disposals to support improvement.
- 9. What activity has taken place that will support people serving sentences in the community to desist from offending, address their needs, and help them successfully complete their sentence? What impact has there been as a result?

In developing your answer to this question, you should engage with the relevant local partners involved in the planning, development, delivery and monitoring of activity. We would encourage you to reflect on engagement and collaborative activity rather than solely single service delivery.

For this Priority Action, you may wish to consider involvement from the following partners and stakeholders:

- Justice Social Work
- Police Scotland
- Scottish Courts and Tribunal Service
- Third Sector
- Health
- Any other partners as relevant

Percentage of:

drug treatment and testing orders successfully completed



⁴ National Indicator:

[•] community payback orders successfully completed

Activity and Impact

The new Community First delivery group is responsible for the local deliverables under priority five. This group includes membership from local authorities, HSCPs, NHS, Police, SDS and third sector. The first deliverable for this group is to review the support wider partners are able to provide to people serving community sentences.

The workshop which took place in June introduced this new delivery group and the CJOIP. Over 40 partners from across Ayrshire attended and aimed to increase partner's understanding of the role of justice social work. Partners learned more about the impact of community sentences and interventions, what they are, how they're delivered by Justice Social Work, some facts and figures around community sentencing in Ayrshire and looked at opportunities for further collaboration with wider partners and services. This included an input on CPOs and Unpaid Work, where JSW colleagues explained what they involve. how they are managed, and the strengths and challenges, as well as some case studies. Partners were asked to consider within their own services if there were ways they could support people on CPOs and/or UPW.

The CJAP support team have offered to go out to teams to present overview of CJ and encourage teams to think about how they can contribute to support for people on community sentences. A presentation has been made to East Ayrshire Community Health Activity Team, and a further input to East Ayrshire Elected Members is arranged for April 2025.

EA JSW CPO team produce a quarterly newsletter which details work undertaken by UPW squads, quotes from various services and community members, and details of how to get in touch to suggest projects. This includes the former Netherthird library in Cumnock which was transformed into a new employability hub known as 'SL66' which delivers learning and training opportunities to help young people progress into and sustain employment. The hub is an extension of the Skills and Learning 33 (SL33) in Kilmarnock town centre which is a purpose built space designed to meet the needs of unemployed young people and school leavers at risk of disengagement. Both hubs provide a "one stop shop" where partner organisations and training providers work with a range of people and services to support learning and development as well as provide employment opportunities. The Community Payback Team supported SL66 to transform the exterior of the building, making it more aesthetically pleasing and inviting for the community to use. Service users had the opportunity at this placement to learn painting and prep work skills.

The delivery group are also looking to identify opportunities partners can offer through the 'other activity' element of unpaid work. North UPW have previously held a focus group to see what activities people were keen to do for "other activity". It is difficult to get uptake for "other activity" tasks and most people prefer groupwork. There is an opportunity to revisit this as this was done a number of years ago and CJAP support team could support with additional focus group/survey/engagement with people on orders. As a first step we may look to map out what's currently used for "other activity", how its framed etc - JSW teams from the three Ayrshire areas shared data on use of "other activity" to support this. It showed the amount of hours used and type of activity provided, and a mapping exercise was undertaken. CJAP support team working with



UPW managers around gathering feedback from people undertaking UPW and use of OA will be part of this.

South JSW are in the process of commissioning The Wise Group to deliver CPO Connect training as part of 'other activity'. This will be in place for one year, commencing in October.

NHS A&A Health Improvement staff have facilitated Healthy Eating and Active Living and Stress Awareness courses as part of Other Activity in East Ayrshire. These courses will soon also be undertaken in North Ayrshire and are available in South. A feedback form was revamped for these courses to measure how successful they were. This will capture any suggestions of how courses need to be amended, and also to ask people on orders what else they'd be keen to do as part of Other Activity. Offer was also made to facilitate suicide prevention course, naloxone and defibrator course, as part of OA.

In the Partnership we are aiming to 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.

North Ayrshire Council have introduced new mandatory training about trauma for all staff, covering: Understanding what trauma-informed practice is, identifying trauma-informed principles, Realising the widespread occurrence and nature of trauma, identifying the different ways in which trauma can affect people, how to look after yourself so you can look after others. There is also Trauma Skilled Level 2 training for anyone who has direct and/or substantial contact with individuals who may be affected by traumatic events. The aim of this training is to support you when you are working with people who have experienced psychological trauma and adversity in line with the Trauma Skilled Practice Level 2 of the Scottish Transforming Psychological Trauma Framework. NAHSCP also one of the first organisations to deliver SQA accredited PDA qualification 'Approaches to Trauma Informed Practice Level 7'. To date, 55 NAHSCP Justice staff have completed level 1 training, and 8 staff have completed level 2.

SAC have 'Trauma Informed: L1' as part of corporate induction package, and 'Trauma Skilled: L2' and 'Trauma Enhanced: L3' available for all staff and partners to access. Nearly all JSW and council officers have been trained to L3. The CPP signed up to the NES Trauma Leadership Pledge - a commitment to support the development of trauma informed systems and services, across South Ayrshire. There is a pilot roll out of Trauma Responsive Communities training with The Resilience Learning partnership, potentially to begin within the Ayr North area. There is a new agreement with the police, across Ayrshire, that they can access SAC training and one of their learning and development wellbeing officers are co-ordinating this. SAC also have a comprehensive staff wellbeing project called 'Be Well Live Well' that can support staff reduce the risks of vicarious and secondary trauma. To April 2025 7 justice social workers and 4 justice assistants have undertaken 2-day trauma enhanced training. And the service are looking at the early level training for supervisors.

There is a specific group leading trauma training at Ayrshire College and a number of staff have been trained.

76 Vibrant Communities staff members have completed Trauma training. A total of 154 trauma courses/training sessions have been attended and completed by Vibrant



Communities staff as many have completed levels 1 and 2 of the NHS trauma informed training. 21 EA Social Workers have completed Level 3 enhanced training, 29 staff from UPW, support assistants, business support and admin staff have completed Level 2 trauma skills training, and 7 managers have completed the managers trauma course.

To undertake the community sentence 'Achieving Community Justice Outcomes' targeted resource and develop improvement actions, the draft CJS targeted resource document was shared in March 2024. Initial work is centred around gathering relevant data. Relevant nationally published data in relation to CPOs etc is available, contact has been made with local JSW in each area re gathering additional local data. Finalised targeted resource document was published June 2024.

Most of the data points required have been sourced and are available. Ongoing discussions about the gathering of service user feedback from UPW and DTTO will further support this and this resource could be undertaken in the near future.

The CJAP support team have been involved in discussion with Unpaid Work Team Managers and the DTTO Team, looking at feedback from questionnaires and possible focus group sessions. The team have been involved in the development of revised questionnaires, and planning for in-person focus groups with service users to ask them about their experiences on the community orders.

Quantitative data for DTTO, Caledonian and MFMC has been gathered in a new data dashboard tool for managers. This data looks at activity levels, performance in relation to KPIs, and highlighting any issues experienced by workers. Staff have had the chance to influence what is presented, and the tool remains under development but it is hoped that it will provide a method of evidencing positive outcomes for individuals, as well as highlighting areas of the process which may need to be looked at.

Funds were used from an underspend from the Corra grant to commission the MINDS (Mentoring Individuals for New Destinations & Support) Recovery Group to deliver a programme for DTTO service users in each Ayrshire. The purpose of these groups is to provide a supportive environment for individuals to engage in recovery strategies, develop coping mechanisms and focus on self-development within a supportive and community-based environment. These groups have now been completed and the work was well received by the service users that participated.

Prior to attending the group, most participants reported feelings of anxiety regarding their participation. Post evaluation measures indicate that the majority of participants felt improvements in their mental health and cited a motivation and willingness to continue to attend recovery groups. Feedback was positive and some quotes following participation include:

"Being in a room with people in the same situation and the way the group was conducted felt supportive."

"Connecting with people I normally wouldn't see. I loved this group and everything we talked about."

The pan-Ayrshire Partnership Delivery Team recently won a bid for funding from the North Ayrshire Alcohol and Drug Partnership (ADP). This bid was placed jointly with MINDS (Mentoring Individuals for New Destinations & Support) of recovery who will use



this to run recovery groups specifically for DTTO service users throughout the next year. The groups held previously have been well received and it is hoped that the new block of groups can provide additional support, increase the chances of sustaining their recovery and improve successful exit routes from the order.

There had been some queries raised across Ayrshire regarding criteria, assessments and data collection for Caledonian cases. The team manager arranged an input from the Caledonian central team, including the Head of Caledonian System National Team, in October. The training was attended by team managers from North South and East Ayrshire as well as the Service Manager from East. They were provided with an overview of eligibility and assessment criteria to ensure managers are aware of this and able to give appropriate direction to their teams. Data collection has been an issue nationally and the potential changes with this were discussed. The training provided an opportunity to clarify any issues or misunderstandings regarding the programme with the national team. It was also a good opportunity to discuss any common themes experienced across the partnership and it felt like the input was well received and worthwhile for all who attended.

The joint work with SACRO and the introduction of the Paths to Positive Change service has been extremely beneficial and developed strong partnership working with Justice Services in North Ayrshire. This service has evaluated extremely well with positive feedback from staff and service users alike, please see below for details.

"The SACRO worker really understands the importance of human relationships and her ability to provide practical information and guidance and being sensitive to service user needs has helped her build good working relationships with those she supports."

"Some of the benefits that I can see from the SACRO input include higher levels of well-being, better coping skills, and a healthier lifestyle for people involved with the Justice system."

"I feel comfortable talking to her about what I am experiencing and the support I need."

'I can turn to her to help me manage everyday challenges, to make difficult decisions, or even during a crisis situation'.

Local Evidence

Through MAPPA process a number of local programmes are available such as Stop It Now which provide offenders with techniques / mechanisms to resist further offending.

The Caledonian programme is available across Ayrshire to work with individuals convicted of domestic violent offences. Groups take place throughout Ayrshire and are moveable dependent upon need. Moving Forward Making Changes is also available across Ayrshire for individuals convicted of sexual offences.

Vibrant Communities Lifeskills and Inclusion service offer an Adult Literacy provision for adults 16 plus residing within East Ayrshire, and Multiply- Numeracy first steps provision providing targeted numeracy supports to adult 19 plus and families within East Ayrshire funded through the UK Shared Prosperity Fund.

Service users access training and development opportunities as part of North Ayrshire Justice Services Employability Mentor Programme. They will be offered one to one



support and guidance from a Mentor who will help them to continue to develop their skills and access accredited qualifications across a range of different industries to encourage them to pursue their employment goals and aspirations.

Links have been established and maintained with KA leisure, including reduced price memberships. There is a clear connection between physical activity and mental health and wellbeing. This has been hugely beneficial for our service users. It has provided a positive outlet for individuals subject to CPO's who are looking to use their time productively whilst improving their overall wellbeing. There has been positive feedback from service users utilising these memberships.

The Resilience In Stressful Events (RISE) Service has developed a referral pathway from PDT and via the Court Liaison Service. RISE work alongside colleagues in the Community Forensic Mental Health Service (CFMHS) to support people referred to the Court Liaison Service (CLS) and triage people to the most suitable resource, where available. People referred to the RISE Team are asked to complete a questionnaire on their view of the service at the point of discharge, although this is not always possible if the person has not engaged routinely.

The RISE team have a process of a weekly clinical meeting to discuss all referrals and those active on the caseload. This meeting also has a 'business items' component to look at the demands, challenges and needs of the service from a day to day and future planning perspective. Staff are provided with regular clinical and line management supervision. A forum has been developed to support staff working in Justice services to discuss cases and look to options for intervention and referral on to CFMHS or RISE service where appropriate.

The referral pathway for North Ayrshire local addictions service, North Ayrshire Drug and Alcohol Recovery Service (NADARS) is very well established and utilised within JSW. Drug and alcohol misuse are often a feature in offending behaviour, so this is a crucial resource.

Justice services have a local Service Directory that details available resources in the area and mechanisms for referral. These agencies/supports include Women's Aid, Employability Mentor Service, North Ayrshire Prevention, Early intervention and Recovery (PEAR) Service, CHAP (housing support, advice and advocacy), AIMS advocacy, Lemon Aid (fuel poverty), Money Matters (benefits assistance), Food Larders. These services cover a range of supports needed to help address the key issues faced by our service users. Unfortunately, there is no fast-track mechanisms for mental health support for most on statutory orders. Some individuals going through Court have access to some services, RISE for example, who can provide interventions at times of crisis. However, once subject to a CPO, any clinical interventions are requested through visit to GP. This can be difficult at times as our service users often lead chaotic and disorganised lifestyles and struggle to attend appointments and engage consistently. This is a challenging area for the service.

North Ayrshire Justice Services utilise entrance questionnaires to ascertain the support needs of individuals entering the service. Exit questionnaires are then completed when the statutory involvement ends. Suggestions boxes are also in effect in waiting rooms to gather opinions and views on an ongoing basis.



In addition, North Ayrshire Justice Services run the Making A Difference project. This is a service user engagement forum whereby people using the service are encouraged to attend and provide suggestions as to how the service could improve. Many initiatives have been set up as a result, including the above-mentioned entrance questionnaire.

For North Ayrshire JSW, views of practitioners within Justice Services are gathered on an ongoing basis through monthly supervision with their line manager. Any practice issues that arise are discussed and potential changes implemented if appropriate. Monthly team meetings are also held whereby any wider issues can be addressed. Staff engagement surveys are also completed annually to gather views of workers. These answers are made available to team managers who are then responsible for implementing an action plan to work towards potential improvements.

East Ayrshire JSW have made a priority action in their improvement plan to consider how to engage, participate and collaborate with those that are using services or have used services to ensure that our ways of work are informed and influenced by their views and experience.

SA Justice JSW commission Third Sector organisations to provide services directly to people subject to community sentences, such as SACRO who provide counselling service targeted to women, Ayrshire Council on Alcohol provide service for people who are alcohol dependant and Women's Hub which offers a drop-in service to women and helps combat social isolation. Links also exist within SA ADP and the recovery community, to ensure that anyone with an addiction to substances can receive bespoke, direct support. Funding is also provided to a grassroots community group who support people to recovery. An across council taskforce are involved with Wallacetown and Justice social work are part of this, ensuring that the most vulnerable people in the community are supported.

Everyone subject to a community sentence has the opportunity to complete an exit questionnaire at the termination of their order. This information is then collated to provide an oversight to service delivery. Quotes are used to inform CPO annual report, etc. Orders are reviewed at regular points throughout their duration. An opportunity is available at these reviews for the service user to give comment/feedback their view on the order so far. This is usually to a team leader who can act quickly on any concerns raised or ensure good practice is shared. There is also a service user engagement group who can be a voice for the service user and at times have conducted specific surveys with service users.

All staff receive regular supervision where discussion occurs on case management and how service users are progressing on orders. Reviews of orders also can be used to raise where the needs of an individual have not been met and where there are gaps in service/knowledge. This can then be raised and addressed where required. Training audits are regularly undertaken along with PDRs to recognise any gaps in knowledge. All staff are expected to be fully trained in appropriate risk assessment tools. Gaps in community provision can be raised with our local planning partnership or community safety groups.

South Ayrshire Women's Aid carry out service and exit evaluations when supporting women, children, and young people. This is done over the phone or in person and using these will look to adapt or change the way support is provided. The information from



these evaluations are stored and can be used when completing reports or funding applications.

SAWA support women, children and young people who are living with or have experience of domestic abuse. The referral pathway is a telephone call, email or in person at the office premises. An assessment is then carried out and if safe accommodation is required, the availability and suitability of this would be looked at.



Priority Action Six

Ensure restorative justice is available across Scotland to all those who wish to access it by promoting and supporting the appropriate and safe provision of available services

No nationally determined outcome.

Progress in delivering this priority action should be evidenced with reference to any relevant local activity.

10. What activity has taken place to make restorative justice available to people and support them to access it, and what impact has there been as a result?

This priority action was identified by Scottish Government as requiring nationally-driven actions as set out by the community justice strategy delivery plan. Given this is a developing area that does not have a national outcome set by the National Strategy and Performance Framework, there is no statutory obligation to report on progress. CJS do not expect many local areas to have driven priority activity in relation to progressing it as part of their community justice duties. However we recognise that some local areas, for example those involved with RJ pilot projects or who commission their own RJ services locally, may have information that is relevant and useful to share with CJS and others. If relevant, please use this question to inform us about any significant local activity to undertaken progress this area, and any associated impact.

Activity and Impact

Any relevant training/documentation in relation to Restorative Justice has been shared with partners to increase awareness and knowledge of the area. This includes events highlighted by colleagues in local Violence Against Women Partnerships. For example the online learning module developed by Community Justice Scotland, Thriving Survivors 'Introduction to RJ' 16/7/24, Sacro 'Restorative Practice for Leaders 2024', CJS RJ quarterly reports.

CJAP support team continue to share national updates including links to CJS quarterly update. The RJ CJS e-learning module was also shared, and the Sacro national RJ forum details.

Laura Wylie (RJ Project Lead, CJS) and Lauren Emmerson (Lead for RJ at CYCJ) attended the Community First delivery group in March 2025 to provide the group with an overview on Restorative Justice. The input covered what RJ is, who is involved, how it takes place, referral processes, the Scot Govt RJ action plan, and some local examples.

CJS and CYCJ have been working with colleagues in South Ayrshire to try and arrange for RJ for someone in the area linked with Justice Services. This has not been a straightforward process, trying to navigate social work systems and the demands of that, as well as issues around capacity, information sharing, etc. JSW also spoke of their experience of trying to progress this test case noting the main difficulty was the data requirements. CJS had drafted a very thorough information sharing protocol, but JSW



still had to navigate local authority processes and protocols which caused delay and then meant other forms were then required. It meant having to draft these forms for the first time and then get these agreed by the data protection team. JSW also felt it would have been more beneficial if they had someone in the team who had capacity to undertake this work and be a point of contact as she was not able to prioritise this work the way she would have liked too.

Lauren advised they were also progressing a children's case in East Ayrshire as one of the test cases. Staff from the Youth Justice Team had identified a case that had a need for RJ. It is early days, but they were able to link the Youth Justice Team in with a third sector organisation who were already operational in East Ayrshire, had workers trained in RJ, had local premises and local relationships, but they didn't have an RJ service up and running. They were able to knit that together, and start the case, which has been running successfully since November 2024, and they are hoping to reach an RJ conference soon. CJS and CYCJ were able to provide RJ supervision, as this wasn't available in-house as well as obtaining feedback on the new policy in practice framework that is being developed.

CJS and CYCJ run an RJ Practitioners Forum for people who are already trained, and they are now looking to establish a forum for services/organisations who are looking to set up/develop an RJ service in their local area – this would be an opportunity to learn from one and other, share practice and experiences. A call was put out to group members to see if anyone would be interested in joining.



Priority Action Seven

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

Nationally determined outcome:

More people have access to, and continuity of, health and social care following release from a prison sentence⁵

Local Evidence

- Health and social care circumstances/care plans are reflected in collaborative plans for release.
- Referral pathways and information sharing arrangements are in place to support timely access to health and social care supports upon release.

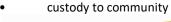
11. What activity has taken place to support people to access health and social care support after release from prison, and what impact had there been as a result?

In developing your answer to this question, you should engage with the relevant local partners involved in the planning, development, delivery and monitoring of activity. We would encourage you to reflect on engagement and collaborative activity rather than solely single service delivery.

For this Priority Action, you may wish to consider involvement from the following partners and stakeholders:

- Police Scotland
- Scottish Prison Service
- Health
- Skills Development Scotland
- Local authority
- Third Sector
- Any other partners as relevant

Number of transfers in drug/alcohol treatments from:





⁵ National Indicator:

Activity and Impact

CJAP's Community Reintegration delivery group has responsibility to progress this priority.

HMP Kilmarnock facilitate a Community Reintegration Meeting every week which allows all partners, including DWP, Housing, Justice Social Work, Police Scotland, and third sector agencies to work with the prison to map out a liberation plan. This means everyone involved with the same prisoner is up to date on where the prisoner is going on release and thereafter and who they will be working with in the community. The weekly CRM happens on a Tuesday, and the previous Thursday all services involved with a prisoner being discussed on the Tuesday will meet that prisoner to discuss supports with the individual.

The partnership delivery group has been looking at the coordination of these weekly meetings to see if they can be made more effective, encourage attendance, and ultimately improve outcomes for people.

Additionally, Link Centre Officers hold a shortened plan for individuals, these are then put into liberation packs and given to men on release. Through the delivery group, which has representation from SPS, JSW, Health, ADP, Housing, and Third Sector organisations, work around pre-release planning is being prioritised and progressed. One of the areas this group will look at is the pre-release plan and how it can be developed, including how its develop and shared.

Following the Scottish Government announcement that a proposal for the emergency release of prisoners would take place. The Partnership re-introduced the 'Early Release Planning Group' which was formed during the first period of emergency release during the Covid pandemic in 2020. These weekly meetings took a pan-Ayrshire approach to supporting partners who are working with people being liberated, to help share information and support collaboration and coordination. At these meetings, partners had an opportunity to discuss any issues around the increased number of releases which were upcoming. We were also able to provide national updates as the Co-Chairs of the Community Justice Peer Network attended a weekly meeting hosted by Scottish Government in relation to emergency release and circulated updates following each meeting. Partners fed back that the help, comms and coordination via these meetings throughout Emergency Release were effective in maximising the help being afforded to those facing vulnerabilities.

From an in-person lived experience event in 2023, there was strong support for a 'departure lounge' type model in Ayrshire. This would be where prisoners upon release could immediately engage with all relevant support services before leaving the premises.

Though some delays were experienced (including due to the transition from Serco to SPS at HMPK), the idea was further explored this year and a soft launch with some



services (including) housing, and thereafter tying in with DWP and Addiction Services was trialled in June 2024.

From this soft launch, a small working group was established and met to try and iron out issues coming through the test of change. Several issues were highlighted through the group regarding the suitability of the location (lack of privacy and confidentiality, opening hours, available technology), the prison not being able to stagger liberation times, as well as men still having to report to a Housing Office to collect keys following their release. there is a will from partners to support this work, there are too many barriers that make it difficult to progress in the current model. A conclusion was reached that the departure lounge idea was not going to be able to be developed as initially hoped.

As this has been a consistent theme and a clear message coming through from the lived experience work, plans commenced around how best to look at alternative models of delivery. Partners agreed to support attendance at an in-person workshop for stakeholder partner agencies.

We had hoped to gather data to inform the planning of any new process (for example number of individuals released each week with e.g. a housing need, DWP need etc) but this data could not be obtained. We completed a mapping exercise of support available at time of release by area and type of support and published on CJAP website.

Future work could learn from / link with other projects and pilots which partners have been progressing.

Compass is a new multi-agency one stop shop located in Ayr. Recovery Navigators have been appointed to support the delivery of work. Twenty partners come together under one roof and operate a drop-in service. Primarily for people with alcohol or drug issues, but also for people on release from prison or experiencing other difficulties. They have supported a number of people leaving prison and coming back to South Ayrshire.

DWP colleagues have kept the Partnership aware of the pilot running in HMP Barlinnie. Individuals are getting support to get their claims up and running before being released. Feedback from colleagues has been positive, laptops are being reconfigured to allow them to support people making a claim. However, they have not had any official feedback regarding the pilot and the roll out of this at other prison link centres.

Another priority identified through the GIRFE pathfinder work was backpacks being offered to men at HMP Kilmarnock upon release. There is a process in place for bags to be provided however they are not always available due to stock, and even when they are offered, they are not always taken. An action for the Community Reintegration Delivery Group is to further discuss how to develop this in terms of a) ensuring provision and b) increasing uptake by considering what could also be provided, e.g. toiletries, hygiene products, health information, etc. This may include a need to explore funding options to support this. Information packs and leaflets are not necessarily always wanted, but more practical items are. As membership of the group includes partners who facilitate meetings with groups of men in HMP Kilmarnock, it will be discussed there, and feedback provided to group to progress.



Discussions, and feedback from individuals in prison, took place to look at expanding the items which could be offered and responding to what those in prison have said would be most useful. A stumbling block was that HMPK said they would not have the capacity to store a large amount of items. This remains on the agenda for the Partnership.

Men don't always share information with their families and that means they aren't fully aware of the processes. Having families aware of processes means they can then be influential and in turn encourage men to engage. As a result, the team at the visitors centre are looking at the induction and family induction processes to see what improvement can be made.

The group also look to raise awareness and monitor the implementation of the prison to residential rehabilitation pathway. Anecdotal feedback told us there was low use of the pathway in Ayrshire, which may have been at least in part due to no capacity within the prison based health team to undertake the necessary preparatory work with individuals prior to release. The healthcare team within HMPK see all individuals, and unlike other establishments it does not have harm reduction teams or SPS recovery officers.

The East Ayrshire residential rehab co-Ordinator called a meeting including prison based health care, We Are With You, East NHS addictions, and met on teams then had a follow up meeting in the prison. The discussions centred around an offer from We Are With You to provide workers to go into prison to undertake the prep work with individuals in an effort to increase use of the pathway.

We have developed a draft flow chart to capture this new local process, identified what information needs to be shared at each stage, discussed communications which need to go out, and what data we could capture to evidence improvement.

The pathway was promoted to staff and prisoners at a health and wellbeing day in HMPK on March 26th.

As we await enactment of this part of the Act , the group considered implications of proposals in the Bail and Release from Custody (Scotland) Act to introduce a pre-release planning duty on named partners. Baselining current activity against proposed minimum standards. This information was used in drafting a Partnership Pre-Release Support Pathway. This document outlines the multi-agency process for pre-release support planning and liberation within HMPK for men returning to Ayrshire. This process should allow us to meet the throughcare standards element of the Act, as well as the pre-release planning duty element.

The draft pathway lists the agencies based within the link centre, and when the routine offer of pre-release support is made, it then lists other prison-based services and third sector organisations and details a timeline for when interactions will take place. There is some additional information on bank accounts, the CRM process, liberation packs and family involvement. There is a need to be able to measure the impact and report annually on certain things, as well as trying to put mechanisms in place to gather information / feedback from men in HMPK and staff working there.



As part of this, the Partnership will 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 advised an appointment checklist was sent through during early release period and they will adopt this going forward, partners queried how it will be used and if we could make local amendments to this to address our needs. Currently men do not receive any physical communication re community reintegration process, it's all word of mouth. For staff, there are regular briefings to channel info or they would speak to managers in key areas to pass on information. We could also put out a staff and prisoner notice to make everyone aware of any changes. As part of the early release period, the CRM was widened to include other partners. However a data sharing agreement does not go beyond this period and the meetings have now returned to original invites.

Other areas to be discussed are around people not taking up appointments offered and then being faced with challenges on release, challenges bringing people down to the health centre due to staffing.

We will have to explore how information can be shared from across the prison estate to support rehabilitation planning for all those returning to Ayrshire from custody. HMP Kilmarnock are going to access and review the national liberation lists to look for people returning from other establishment to Ayrshire and then reach out to Link Centre staff in these establishments and ask them to complete the relevant paperwork. There is a national process, PR2 system allows postcode drill down to see all liberations coming back to area. Involves consent sheet being used to interview prisoner at another establishment and then shared. During STP40 information was supposed to be shared by other establishments so men could be discussed at HMPK CRM but this did not happen. HMPK and HMP Dumfries share names with each other of people returning to the other area from their establishments. HMPK get some names from HMP Barlinnie however can be difficult due to high numbers. HMPK will continue to progress with Dumfries and Barlinnie and find out about Grampian process which works well. SPS have SharePoint sites for each LA that contain info on supports available in that area and partners reviewed and updated these 'useful contacts' lists for each Ayrshire area which are printed off and given to individuals on liberation this year. This info was cross referenced with CJ directory to ensure consistency and maximise availability of info.

The delivery group will undertake the health and social care following prison 'Achieving Community Justice Outcomes' targeted resource and develop improvement actions. Nationally published data is available and will be accessed by support team, however we are awaiting CJS contacting SPS re availability of other data.

The Community Reintegration group heard an input from the Dietetic Health Improvement Team, whose role is to support health improvement at all ages. Discussions have taken place with around whether it might be possible for the team to support some sort of cooking skills session / demonstration in the prison. The Dietetic



Team have applied for funding to support people on liberation, providing a food starter pack that would allow them to cook at home. They are linked in with colleagues at the Visitors' Centre in relation to this and are keen to discuss the offer of training - Eating Well on a Budget and Cooking Skills sessions..

NHS public health colleagues provided input on 'Risk of Drug Death for Early Release from Prison - Review of Learning June-August 2024' to the CJAP board. This looked at the stats around drug related deaths for those release from prison and whether the early release programme created a risk of this in Ayrshire. Discussions followed around the robust arrangements in place for those in treatment in terms of communication and sharing information with community health teams. In a recent development in addiction and recovery services in HMP Kilmarnock, all men will now be seen prior to release, not just those in treatment – this is an opportunity to engage with men who originally didn't want treatment and/or support and now do.

Local Evidence

East, North and South Ayrshire Justice services are provided with details of those due to be released from custody from the Scottish Prison Service for releases of their residents from all prison establishments. A letter/e-mail is sent to each individual due to be released advising them of the types of support that is available. This provides contact details for justice social work services, as well as (North) addiction services and third sector organisations. South work closely with PING and ADP to offer support and guidance on release from custody. In South the justice peer workers contact most individuals due for release, via email a prisoner, offering support on release and also provide contact details for Justice Social Work. Out Of Hours social work numbers are included in liberation packs, specific details for all Local Authorities are included. However some men don't take the packs when they leave.

Veterans First Point are members of the CR group. They offer a service to veterans residing in the Ayrshire and Arran area. There are three members of staff in the team who have all served in the forces and have that instant connection with people they are supporting. Staff also work closely with two Psychologists, a Psychiatrist, and a Clinical Nurse Specialist in CBT and EMDR Consultant. They can access several other veterans services including Employment and Training, a Financial Adviser for military and state pensions as well as benefits and an Armed Services Advice.

Recovery Enterprises Scotland Secured funding for the HMP Kilmarnock Visitors Centre, in place since December 2022. As part of this role they build links with healthcare staff in the prison, as well as housing staff. A lot of queries received from families is regarding health.



In June 2023 Recovery Enterprises Scotland successfully opened their new Foundations Hub, Visitors Centre at HMP Kilmarnock. Marking an important milestone in their journey to create a supportive and inclusive environment for people in custody and their families.

The team also provide pre and post release support to those in custody within HMP Kilmarnock, offering tailored person-centred support plans in preparation for release, along with gate pick-ups, one to one support to attend initial appointments and ongoing support as required.

For GP registration, the current process (for HMP Kilmarnock and men coming back to Ayrshire) is that NHS write to individual 2-3 weeks prior to release to establish if person is already registered, if they need to change GP, or if they are not registered. NHS then complete and send registration form and a clinical summary to community provider. The individual needs to go into GP practice themself after release to complete registration which doesn't always happen. Not having an address can hold up the process as it helps with the registration process. Throughcare workers and third sector agencies support people with registration at GPs.

Nationally, for planned liberations, patients are provided with a 28-day supply of medication on day of release with the exception of OST (Opioid Substitution Therapy). There are good systems in place for addictions service transferring to community; patients are given appointment to attend addiction service and information on current treatment passed to community services. A challenge in this area is the continued occurrences of Friday releases as people cannot see someone until the following week. 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.

For planned liberations, if person is open to prison MH team, NHS will advise CMHT - good links already in place for those with severe and enduring mental illness. Sacro and Recovery Enterprises Scotland both offer support to attend appointments following release.



Priority Action Eight

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

Nationally determined outcome:

More people have access to suitable accommodation following release from a prison sentence⁶

Local Evidence

- SPS admissions and liberations information is shared with relevant partners to support suitable accommodation planning.
- Proportion of admissions where housing advice was provided.
- Percentage of people leaving prison who have been housed by the local authority and have maintained tenancy for more than 1 year

12. What activity has taken place to support people to access suitable accommodation following release from prison, and what impact had there been as a result?

In developing your answer to this question, you should engage with the relevant local partners involved in the planning, development, delivery and monitoring of activity. We would encourage you to reflect on engagement and collaborative activity rather than solely single service delivery.

For this Priority Action, you may wish to consider involvement from the following partners and stakeholders:

- Scottish Prison Service
- Housing Services
- Other housing providers/landlords
- Justice Social Work
- Health
- Third Sector
- Any other partners as relevant

Activity and Impact

During 2024/25, the Community Reintegration delivery group have been exploring opportunities to increase justice peer support for housing services. NAC recruited a Justice Housing First worker sitting within Justice Services to support people coming out of prison. In South ADP lead to discuss with rapid rehousing officer to see what can be done in the area.

⁶ National Indicator: Number of:

[•] homelessness applications where prison was the property the main applicant became homeless from

The group also considered prison 'life skills', 'how to be a good tenant' classes which ties in to the housing strategy. Thinking about how to support people in their tenancies. SFRS offer home fire safety visits.

The group identified a need to explore opportunities to improve housing support planning for people being held on remand. Initial work could include gathering information from other areas about how they provide support to people on remand, especially from larger authority areas with substantial numbers.

The Wise Group are launching a pilot in Perth for those on remand going back to Fife who are homeless, info to be shared with group. Ayr Housing Aid Housing advisors give advice to those on remand prior to court so they know the process to follow if released at court that day and not seen again.

To support housing partners in local authorities to embed the SHORE standards, initial work will include awareness raising around SHORE for CJ delivery groups. Refreshed SHORE Standards were published at the end of 2024 - Housing are looking at what the revised guidance means for Ayrshire. We have asked for someone from SG to provide an update on revised standards at future CR delivery group.

We will look to undertake the housing 'Achieving Community Justice Outcomes' targeted resource and develop improvement actions. Draft CJS targeted resource document was shared with support team in March 2024. Initial work is centred around gathering relevant data. Contact has been made with local housing services re availability. Finalised targeted resource document was published June 2024. Most of the data points required for the initial stage of this targeted resource have not been sourced. CJS have stated they will work with national partners around provision of data, which will be needed here as many of the data points would come from SPS.

Local Evidence

East Ayrshire Council works in partnership with Ayr Housing Aid to accommodate prisoners on release from incarceration from HMP Kilmarnock and HMP Barlinnie. The majority of individuals who use the prison advice service are local authority tenants who may require advice on benefit entitlement, sub-letting and retaining their tenancy. This highlights the importance of local authorities working with all stakeholders to ensure that tenancy advice, support and accommodation is available for prisoners on release. This is further re-enforced by the fact that the majority of individuals expressed that they needed advice on housing options and benefits information and guidance.

EAC close homelessness application should an individual receive a sentence of 12 months or more. If less than 12 months, the homelessness application is kept open and their housing application is suspended, then re-activated six weeks prior to liberation date.

NAC has a dedicated Housing Advice Officer, individuals who have a housing need on liberation receive a housing options interview and if needed a homeless application will



be recorded two months prior to liberation. The officer will maintain a regular contact with the individual including contact prior to discharge to discuss arrangements for temporary accommodation and support. Anyone who has a tenancy will receive visit from Housing Support Officer on liberation and they will be asked if they need assistance with UC claim or tenancy matters. Housing Support Worker also linked with homeless person on liberation. This is now standard practice in the North.

In SAC, if a person has a tenancy, they will strive to maintain this. Seascape are commissioned to provide a service to those 26 years and over who are due to be liberated. Attempts will be made to engage prior to liberation and for those who engage support will be provided until a person is settled in secure accommodation. Those who accept the service will be collected from prison on the day of liberation and supported to address any welfare, housing, and health related issues on that day. This relationship and strength-based housing support will continue until the person is settled in secure accommodation. Quarriers are commissioned to provide the same service as Seascape for those 25 and under.

Housing services are involved with weekly Community Reintegration Meetings in HMP Kilmarnock along with other partners including DWP, Justice Teams, Police Scotland, 3rd sect.

All prisoners are offered housing advice on entry, during sentence and pre-liberation to meet SHORE Standards. SPS provide in-take lists to all local authorities to inform if their tenants are in custody. Housing advisors also give advice to those on remand prior to court so they know the process to follow if released at court that day and not seen again.

All 32 LAs are issued weekly lists of admissions and liberations (from previous week) and also a liberation list of next three months expected liberations. An SPS nightshift office send these lists via email overnight every Sunday.

NAC use this information to arrange temporary accommodation and ensure all other housing matters have earlier intervention including onsite discussions with NAC prisoners residing in any of the Scottish prisons.

Ayr Housing Aid record information about attended appointments, refusals, why refused and then all contacts made during time in prison. In-depth reports are then provided to East and South Ayrshire Council.

Depending on Housing provider, there can be support to store belongings or assistance with permission can be given for someone to collect them. If giving up a tenancy there can be a number of issues faced, items can be lost and there is a need to apply for a CCG on liberation for new furniture, clothing etc. This is a gap – if items were stored then it would reduce the number of CCG applications on liberation.

NAC will store items for a maximum of 18 months, or if they can confirm if the end of sentence will go beyond that date, they will make arrangements to keep their items. If someone has to give up their tenancy, they have four weeks to empty the house – this can be dependent on whether they have someone in the community who can assist.



There are times when there is no support, so the house is cleared when Council takes it back – this is standard practice in most local authorities. They would try and arrange for these items (personal possessions of value/sentiment) to be preserved and stored.



Priority Action Nine

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

Nationally determined outcome:

More people with convictions access support to enhance their readiness for employment⁷

Local Evidence

- Effective links between the Local Employability Partnership (LEP) and Community Justice Partnership supports:
 - i. local employment, education and training providers to respond to the needs of those with convictions
 - ii. local employment, education and training providers are confident and competent in providing effective conviction disclosure support
 - iii. local employers to develop more inclusive recruitment processes and employ people with convictions.
- Referral pathways are in place to connect people to appropriate services and support:
 - i. at commencement of, during and at the end of a CPO
 - ii. following release from custody.

13. What activity has taken place to support people to access employability support, and what impact had there been as a result?

In developing your answer to this question, you should engage with the relevant local partners involved in the planning, development, delivery and monitoring of activity. We would encourage you to reflect on engagement and collaborative activity rather than solely single service delivery.

For this Priority Action, you may wish to consider involvement from the following partners and stakeholders:

- Local Authority employability services
- Skills Development Scotland
- Third Sector
- Scottish Prison Service
- Scottish Courts and Tribunals Services
- Any other partners as relevant

[•] those in employability services with convictions



⁷ National Indicator: Percentage of:

Activity and Impact

Through the new community first delivery group, and work with LEPs the below activity was undertaken toward priority nine.

Engagement with Local Employability Partnerships to promote the needs of people within the justice system. CJAP Manager has delivered inputs to all three Ayrshire LEPs - partners will need to consider how best to continue this engagement

Support partners to embed the learning from the Recruit with Conviction training. All partners who undertook RWC training were contacted to ascertain their views on how best to progress and embed the learning. The most popular suggestions to what follow up support would be most useful to build on the training were "Refresher training sessions" and "Online information resources" – and so these are things we will look to provide for the Partnership going forward. Resources could include a list of employers who support recruitment of people with convictions, which we have started to pull together.

South Ayrshire Council, as well as North and East, are Recruit with Conviction Ambassadors and many managers and recruiting officers have received appropriate training. Staff from Employability and Skills are co-located in the Justice and Young People Support & Transition office and are involved in case management plans of community orders. They can also be part of plans for registered sex offenders. Links are available to the local college, with peer mentors from both being part of our service user engagement group.

CJAP Manager has contacted Disclosure Scotland who can provide training with employability staff and with employers which could be something that could be utilised. Awaiting feedback from Disclosure Scotland. Support team will link with the new lead for Disclosure at Apex Scotland and further resources / training sessions will be considered.

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

HMP Kilmarnock are approached on a regular basis by local employers looking to recruit. The prison is a good place to prepare people for employment if they want to or can work, as they have the Service Sector – men are trained in food hygiene and handling and a Gardening Department – where men are trained in the use of machinery, or forklift truck driving, etc, to name a few. If local authorities are looking to employ people on release, then they should approach prison management to start those discussions and see if there is something that can be done through vocational qualifications, so the men are employable.

The Partnership planned a 'Positive Pathways' employability event which took place January 2025 within HMP Kilmarnock. A multi-agency planning group met regularly to support the development of the event, with representation from SPS, Employability teams from the three local authorities, NHS Health Improvement, DWP, SDS, Ayrshire



College, Third Sector Interface (TSI) from the three local authorities, Ayrshire Chamber of Commerce, and Fife College.

The event aimed to showcase a range of employment, training, volunteering, and education opportunities available to people following liberation from custody. There were also a number of prison-based services in attendance to outline the learning, skills, and employability opportunities whilst in custody. Stallholders attending on the day were presented with the opportunity to:

- Engage with and inform prisoners of employment, training, volunteering, and education opportunities that may be available to them on liberation
- Take a tour of the industries area within HMP Kilmarnock and learn more about the work taking place
- Increase staff knowledge of employment, training, volunteering, and education opportunities available so they can better inform prisoners

18 stalls were part of the day including local and national businesses, third sector organisations and statutory partners. 91 men in custody attended on the day.

22 feedback forms from stallholders were received which highlighted a positive reaction to the day, and 100% expressed a desire to have more events, with some suggestions on potential ways to improve them.

51 feedback forms were received from men in custody who attended the event. All 51 responders said that they would recommend future Positive Pathways events to other prisoners, and that they would attend a future event themselves. Responders also provided useful suggestions for who could be invited to future events to speak to them.

The day included a tour of the work sheds for stallholders to get an idea of what types of work and learning goes on for men in the prison. There is an opportunity to further shape these to reflect local labour market.

Undertaking the employability 'Achieving Community Justice Outcomes' targeted resource and develop improvement actions. Draft CJS targeted resource document was shared with support team in March 2024. Initial work is centred around gathering relevant data. Finalised targeted resource document was published June 2024. Most of the data points required for the initial stage of this targeted resource have not been sourced. CJS have stated they will work with national partners around provision of data, which will be needed here as many of the data points would come from SPS.

In East Ayrshire they are hoping to establish a working group to look at how they can support people with prison-based employability programmes and the CJAP Team will be offered a place on this group. East Ayrshire are also undertaking a piece of work with HMPK and a Third Sector provider to look at employability skills and training within HMPK. The Council have a draft paper in place.

North Ayrshire Justice Employability Mentors have devised and implemented a new programme called New Direction to support service users who are involved with justice services with further education, training, or volunteering and employment. By tackling the



additional barriers service users face by their involvement with the Justice Service, we can support individuals to realistically face the future, reassess the way forward and reach long lasting positive destinations.

Local Evidence

Vibrant Communities Lifeskills and Inclusion team provide a flexible, tailored, and person-centred literacies provision for adults and families.

JSW will link people into local supports and provide direct support for people seeking employment. Work has taken place this year to assist people who have developed skills during their unpaid work to use these to apply for posts, for example the skills that they have developed in grounds and garden maintenance.

Skills Development Scotland (SDS) have a number of directorates within the service, e.g. Employer Engagement, Modern Apprenticeships, Careers Guidance (to all ages). All SDS Careers Advisers have been trained in trauma informed practice allowing them to better support individuals who have experienced trauma which may impact on their carer decision making.

SDS also manage the data hub, which is a database containing the status of all 16-19 years old in Scotland, identifying who is at college, university, training, or in employment, as well as who is in custody. This database helps to alert SDS careers advisers as to when a young person is due to return to Ayrshire upon release and also helps to monitor the progress of the young person in the period after they have been released from custody.

SFRS can offer support with upskilling people providing cardiac arrest training, certificates can be provided on completion. Overdose and awareness raising training is available as well as a fire skills employability programme. These are small gestures that may help towards building a CV and enhancing skills. Men would also be engaging with a uniformed service, so this also helps to break down barriers.

The CJAP board reports to each of the three Ayrshire Community Planning Partnerships which helps to link with wider issues such as employability.

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. They then carry out work on a one-to-one basis to identify the individuals' goals and access a range of resources to support the person into education or employment where possible.



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.

For each person subject to a CPO, full risk and needs assessment are undertaken and this is used to determine a case management action plan which is fully collaborative and shared with the service user. Referrals are made to partners, etc who can specifically assist with the plan, such as addiction services, counselling, etc.

In North Ayrshire, should more intensive intervention be required, Turning Point Scotland have a residential rehabilitation centre that can be accessed by those on statutory Orders. There is also a referral pathway to the Employability Mentor Service that can be utilised at any stage of an Order to provide further support with training and employment opportunities.

Should issues persist as the CPO ends, service users can be referred to various services if required. For example, should they require assistance with housing issues, a CHAP referral could be submitted to ensure follow on support when their statutory Order ends.

For someone released from a prison sentence subject to licence, a similar process is followed. However, this is subject to an integrated case management approach in partnership with SPS, where planning commences at least three months prior to release date. This allows for public protection arrangements and consideration and referrals for housing, benefits, etc.

Employability and Skills service has a dedicated worker who is linked in with Justice Services and located within council premises. The Council now have Recruit with Conviction Ambassador status and the HR Team have carried out a review of all policies and procedures along with the Employer Engagement Team.



Priority Action Ten

Enhance community integration and support by increasing and promoting greater use of voluntary throughcare and third sector services

Nationally determined outcome:

More people access voluntary throughcare following a short term prison sentence8

Local Evidence

- Mechanisms are in place for partners to support people serving short term sentences.
- Proportion of people liberated from short term custody:
 - i. made aware of support
 - ii. accepting support offer
 - iii. with a co-ordinated pre-release plan in place.
- Mechanisms are in place to understand the views of people accessing voluntary throughcare to support improvement.
- Mechanisms are in place to understand the views of community justice partners in delivering voluntary throughcare to support the needs of people leaving short term custody.

14. What activity has taken place to support people to access voluntary throughcare? What impact had there been as a result?

In developing your answer to this question, you should engage with the relevant local partners involved in the planning, development, delivery and monitoring of activity. We would encourage you to reflect on engagement and collaborative activity rather than solely single service delivery.

For this Priority Action, you may wish to consider involvement from the following partners and stakeholders:

- Police Scotland
- Justice Social Work
- Scottish Prison Service
- Third Sector
- Health
- Scottish Courts and Tribunals Service
- Integration Joint Boards
- Any other partners as relevant

Number of:

voluntary throughcare cases commenced



⁸ National Indicator:

Activity and Impact

The Community Reintegration delivery group will take forward local actions in relation to throughcare set out in the CJOIP.

To ensure pathways into support are available for people returning from prisons outside of Ayrshire, HMPK are engaging with other prison establishments to ensure data is shared about people coming back to Ayrshire from other areas. These people can then be discussed at community reintegration meetings. Although a smaller establishment, HMP Dumfries discuss everyone coming back to the area from all prisons as MACRIB meeting. They also check in with person 6 weeks after liberation to see how person is getting on. As part of the early release process in February and March 2025, prisoners released early from other establishments coming back to Ayrshire were to be discussed at the CRM in HMPK. Information was not received in a timely manner from other establishments and this was fed back to CJS.

The commissioning of the new national throughcare was regularly discussed at the Community Reintegration delivery group in advance of the application process opening to ensure there was a high level of awareness amongst local third sector organisations and that the sector would be ready to participate in the process.

When new national throughcare service comes into force in April 2025 we will need to consider how we build working relationships with the service locally. Partners reviewed and updated the information on Scottish Prison Service SharePoint site which details the support services available in each area to ensure the most up to date, useful contacts are given to those liberated from prison coming back to Ayrshire.

Partners are working to deliver throughcare support events within HMP Kilmarnock. CJAP were represented at health and wellbeing event held within HMPK in May 2024 and were able to engage with individuals and share information in relation to release planning. For some individuals this was not relevant due to time remaining on sentence and therefore the possibility of future events focussed for people soon to be released was discussed and agreed it would be beneficial.

At the event on 8th May 2024, 130 men attended and there were 24 different stall holders. Feedback was very positive and partners advised there may be the potential to theme events as they progress, always having a wider remit around the health and wellbeing agenda but having a more focused area, i.e. employability, housing, and social care or throughcare.

Discussions have also taken place about future sessions along the lines of previously delivered Community Links sessions. After the success of the Positive Pathways Event in January which had a focus on employability, there was further support for more focussed events taking place within the prison.

The new Throughcare service will work with people on remand - when new national throughcare service comes into force in April 2025 we will need to consider how we build working relationships with the service locally. Throughcare standards which are to be



established through Bail and Release From Custody Act will apply to people held on remand. Following the announcement of the new voluntary throughcare providers, CJP leads from Ayrshire and D&G had an introductory meeting with local 'pod' delivery lead from Barnardo's. Discussions are ongoing about how to support local implementation of new VTC process, including Barnardo's speaking at CJAP meeting.

The Partnership would benefit from establishing a data collection mechanism to support future community reintegration planning. CJAP support team circulated some draft data points which would benefit future planning for community reintegration process. P&P officer visited HMPK link centre to see the process in action, however still unclear if and how data measures could be gathered from the process including the measures in the improvement tool. CJS to link with national partners re the availability of data for CJPs.

The group will look to 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. At HMPK Health and Wellbeing event, CJAP support team shared a stall with prison based SW. Any individual who was close to release was informed about their eligibility for throughcare, given some info on a leaflet, and encouraged to sign up at that point. LA JSW write to everyone due for release who is eligible - East reviewing this to see if offer can be made more attractive.

We will undertake the voluntary throughcare 'Achieving Community Justice Outcomes' targeted resource and develop improvement actions. Many of the data points required for the initial stage of this targeted resource have not been sourced. Significant input, and some data points, will be required from local VTC providers and so this would be best undertaken when new national VTC providers are in place.

Local Evidence

When East, North and South Ayrshire Justice services are provided with details of those due to be released from custody from the Scottish Prison Service, a letter/email is sent to each individual due to be released advising them of their entitlement to voluntary throughcare and some information on the types of support that is available. This provides contact details for justice social work services, and third sector organisations.

South work closely with PING and ADP to offer support and guidance on release from custody. JSW attend the weekly Community Reintegration Meeting which supports the above process by discussing planned supports that service-users can opt into. In South, the Justice Peer workers contact most individuals due for release, via email a prisoner, offering support on release and also provide contact details for Justice Social Work, offering voluntary throughcare from this service in addition to the support offered by the Peer Workers. Where the Justice Peer Workers are unable to offer voluntary throughcare (such as Registered Sex Offenders) then JSW offer it directly.

Where there is knowledge of particular vulnerabilities for the individual and they are placed locally in HMP Kilmarnock, liaison can take place with the prison based social



work team to make contact with the individual and encourage engagement with voluntary throughcare support.

Ongoing supervision for staff ensures a mechanism is in place to understand the views of those delivering throughcare support.

Voluntary Throughcare take up is low and there is an opportunity to look at how that offer may be improved, ensuring people see it as something of value, to increase numbers.

Individuals in HMP Dumfries are offered support and discussed at a MACRIB meeting. Motivation is general high, whilst in custody but once liberated feedback from partners is mixed on sustained engagement.

DTTO employed 2 Recovery Development Workers through funding received from CORRA. These posts greatly assist to re-integrate service users with addiction problems back into their communities through direct liaison with community recovery hubs and initiatives throughout Ayrshire.

The DTTO teams continue to utilise closer and effective partnership working with Community Addiction Teams, with assigned Nurses for DTTO service users and joint clinics.

Caledonian workers have been working in conjunction with Women's Aid and Assist. Monies were applied for and received through The Circle Fund – Safer Lives Scotland to support women across Ayrshire to support recovery and resilience.



Priority Action Eleven

Deliver improved community justice outcomes by ensuring that effective leadership and governance arrangements are in place and working well, collaborating with partners and planning strategically

No nationally determined outcome.

Progress in delivering this priority action should be evidenced with reference to any relevant local activity.

Local evidence:

- Mechanisms are in place to support engagement in each local authority, specifically:
 - o a community justice outcomes improvement plan (CJOIP)
 - o a participation statement
 - an annual report on progress towards nationally and locally determined outcomes.
- Mechanisms are in place to support an effective interface between national partner organisations and their local representatives within Community Justice Partnerships.
- Evidence of mechanisms to engage non-statutory partners in strategic planning
- Use of the Care Inspectorate 'self-evaluation guide to support quality improvement for community justice in Scotland', with focus on Leadership and Direction

15. How has your partnership worked to develop local leadership and enhance strategic planning and collaboration? What impact had there been as a result?

Scottish Government have indicated that activity to delivery in relation to this priority action should be built into the work of partners to progress the 9 national outcomes.

We encourage partners to reflect on what local activity has taken place to develop engagement, collaboration, and demonstrate leadership in community justice partnership working. For example, this could include development as a partnership, engagement and joint working with other local strategic partnerships, or other relevant activity. If any self-evaluation activity has been undertaken, this may support development of this answer.



Activity, Impact and Local Evidence

The CJAP CJOIP which was published in April 2024 will last for five years, mirroring the national strategy and reporting framework. Local deliverables set out in the plan align directly to the national aims set out in the National Strategy. Each year we will review the deliverables we are working towards, adding new ones where required to focus on emerging priorities as they arise.

A full Participation Statement is available on the CJAP website and details engagement with third sector partners involved in community justice and relevant local community bodies in the preparation of this CJOIP. The Equality Impact Assessment for this plan is also published online, as are our previous annual reports for people to view.

The partnership have ensured partners have been identified to lead and report on CJOIP deliverables. The revised structure of CJAP delivery groups ensures each of the priority areas, and deliverables aligned to them, are the responsibility of that group: DIAC group for priorities 1-4, Community Reintegration group for 7,8 and 10, and new community-focussed group for 5, 6, 9, 12 and 13. Priority 11 will be progressed by the support team and CJAP Board.

We continue to develop local performance monitoring arrangements. The CJAP Data Hub is now live. All partners have access and have been offered support to use tool from Planning and Performance Officer. The hub brings into one place:

- Monitoring the progress of the deliverables set out in the CJOIP
- Measuring the impact of those deliverables through performance indicators
- Narrative and data points set out in the CJS Improvement Tool
- Data points set out in the CJS Targeted Resources
- Other relevant partner / demographic data e.g. prison figures and JSW stats.

All partners will then be able to view and interrogate this info and it will be discussed at future CJAP meetings. This will hopefully inform annual reviews of our CJOIP and highlight areas to prioritise.

Various partners have already provided information for the local evidence suggested in the CJS improvement tool, as well as some data outlined in the targeted resources. Partners felt these resources provide a good framework and guide to take partners through understanding the system as it is and look at whether the service is being delivered in the way that best meets the needs of people. It appears it will be a challenge for some partners to provide all the recommended data, and local partnerships would benefit from national work from national partners to look into providing useful data.

CJAP have committed to undertake a review of the plan annually, and to complete a self-evaluation using the Care Inspectorate framework and identify improvement actions. The CJAP Board will consider when the most appropriate time to do this will be. Six monthly deliverable updates will be provided to Board, the first report was submitted to



the board in Dec covering Apr-Sep 2024, and format agreed. There was acknowledgement from various board members of the high volume of work progressed in 6 month update.

The Partnership vice chair published a blog in December 2024 on CJAP website about 'the importance of partnership working and co-operation in addressing the key issues impacting on local communities'. The CJAP support team have had meetings this year with SFRS (vice chair is Area Commander) around how they can contribute to the aims. Discussion on how his service is currently shaped and what more they can do to potentially widen their offer ensuing they are reaching the right people which will be progressed at board meetings. There are potential links with MAPPA and with employability Mentors in North Ayrshire to try and maximise resource to be explored

The new Community Interventions and Support Directory was discussed at each of the CJAP delivery groups and the Board to promote the tool and encourage partners to use it.

Community Justice Scotland provided an input to the board on the new directory in September 2024. This informed board members of the background and purpose of the tool. The ask of community justice partners is to promote the directory and it's key messages and encourage support services to add information using the online forms provided. Discussions followed about how to promote locally.

There are currently over 30 resources listed for each of the Ayrshire areas in the directory and we will continue to encourage its use.

On the Partnership website we published a '10 Questions With' series which focussed on the Community Justice Ayrshire Partnership Board (CJAP), who oversee the planning and delivery of community justice in Ayrshire and ensure accountability for the work of the partnership. In the series we learn about the benefits to the pan-Ayrshire approach and what Board members think are some of the challenges around promoting understanding and awareness of community justice to our communities, as well as what more they can do to raise the profile of community justice in their own organisation.

The six bite-sized articles will give the reader a better understanding of the Community Justice Ayrshire Partnership Board and who is representing the statutory partners across Ayrshire. They were shared across our distribution lists, and on social media.



Priority Action Twelve

Enhance partnership planning and implementation by ensuring the voices of victims of crime, survivors, those with lived experience and their families are effectively incorporated and embedded

No nationally determined outcome.

Progress in delivering this priority action should be evidenced with reference to any relevant local activity.

16. How has your partnership worked to understand and incorporate the voices of victims of crime, survivors, those with lived experience and their families into partnership planning and implementation? What impact has there been as a result?

Scottish Government have indicated that activity to delivery in relation to this priority action should be built into the work of partners to progress the 9 national outcomes.

We encourage partners to reflect on what local activity has taken place to enable participation of people accused or convicted of offences, their families, victims of crime and other stakeholders in community justice strategic planning, delivery and impact monitoring.



Activity and Impact

The Participation Statement which is available on our website details how we engaged with communities, victims and witnesses, and people with lived experience of the justice system, in development of the CJOIP.

The CJAP includes representatives of these groups and we will continue to build on this throughout the life of the CJOIP. The CJAP Manager sits on Violence Against Women Partnerships (VAWP) within each local authority to support joint working on cross cutting issues and to continue to raise awareness of the impact of crime on victims and gain perspective from partners and communities affected by these issues.

The aforementioned exit questionnaires for various justice services continue to be utilised and are a key method to capture the views of people who have experienced the justice system.

Women's Workers for Caledonian continuing to provide initial assessment to Case Managers at JSW Report writing stage to provide victim perspective to allow the sentencer to obtain a clearer holistic picture of the crime and the impact.

The Partnership support the continued development of the justice service user involvement groups in Ayrshire – MAD, PING and CVN. CJAP contributed to each group including toward an outdoor activity on Arran for the MAD group in North. As is set out in the Communication and Engagement Strategy 2024-29, the partnership has committed to engage with people who are, and have been, involved in the Justice system. The service user involvement groups in each area are an identified method of doing so.

North Ayrshire Justice Services' Making a Difference (MAD) service user involvement group continues to meet, organise events, and send out their bi-monthly newsletter to keep people up to date with what's going on. The newsletter also includes stories which some service users have submitted detailing their own experiences and what advice they have for other people. They also include handy recipes for people in each edition and collate these into a cookbook.

CJAP support team, and DTTO recovery development worker linked with public health re qualitative research methods and discussed various methods for engagement with service users. We created a new exit questionnaire for DTTO and asked clients for their opinions which will be taken on board before a final new version is agreed.

We will also soon be looking to begin some focus groups with clients on DTTO and UPW to gather their views on the current delivery of the services, and what would increase the chance of a positive outcome for them.

The Partnership's Communication and Engagement Strategy identifies methods for engaging with victims to increase participation in community justice. The new strategy, which was approved by the Board this year, specifies need to engage with victims. We may also consider how victim groups are represented in the Partnership and at Board level to see if it would be appropriate and beneficial to make any changes.



The Family Strategy Group at HMP Kilmarnock has now reconvened will be meeting every two months. They are looking at how they can work together to progress areas of the SPS Family and Parenting Strategy locally, and there will be crossover with the aims of the CJAP. For both strategies there is a need to consult with prisoners and their families.



Priority Action Thirteen

Support integration and reduce stigma by ensuring the community and workforce have an improved understanding of and confidence in community justice

Nationally determined outcome:

More people across the workforce and in the community understand, and have confidence in, community justice⁹

Local Evidence

• Community justice partner contribution to joint activity across policy areas to tackle stigma.

17. What partnership-driven activity has taken place to improve understanding of and confidence in community justice across the workforce and local community?

In developing your answer to this question, you should engage with the relevant local partners involved in the planning, development, delivery and monitoring of activity. We would encourage you to reflect on engagement and collaborative activity rather than solely single service delivery.

For this Priority Action, you may wish to consider involvement from the following partners and stakeholders:

- Other local area strategic partnerships (e.g., Community planning, Alcohol and Drugs, Violence Against Women and Girls, Health Integration Joint Boards, etc.)
- Third Sector
- Any other local or national partners as relevant

Percentage of people who agree that:

[•] people should help their community as part of a community sentence rather than spend a few months in prison for a minor offence



⁹ National Indicator:

Activity and Impact

CJAP have been working with MAPPA colleagues and the CJP lead in Dumfries and Galloway to produce an awareness raising video for MAPPA. Following meetings with CJ and MAPPA colleagues for South West Scotland, a procurement process was initiated and bids were received, and a draft script and ideas to be included were discussed. A first draft was shown and discussed at MAPPA SOG in December, with feedback provided to producers and an amended, updated version was produced and currently going through required governance routes. A full roll out is being planned and the video will be used as an internal training resource for staff and partners. Arrangements will also be made to provide input at a selection of meetings, such as Community Safety Partnership's, Violence Against Women Partnership's, as well as to Tennant Participation Teams and Housing colleagues. Police Scotland colleagues have advised they would also like to use the video across the Ayrshire Division. An awareness raising event to coincide with the roll out of the video will be organised.

As previously mentioned, a new Communication and Engagement Strategy 2024-29 was published this year. The plan contains its own list of commitments for partners, channels and methods to be used for engagement, and evaluation/measurement metrics which will be used to measure success. The strategy:

- Identifies our stakeholders and who we will communicate and engage with
- Identifies the ways in which we'll communicate and engage.
- Outlines the measurements we will use to evaluate our success.
- Will help us to plan and deliver actions within our Community Justice Outcomes Improvement Plan (CJOIP).

The Partnership discussed the idea of developing an E-learning module to increase partner awareness, knowledge and understanding of community justice. Over the year we looked into e-learning and had discussions with IT colleagues about these types of resources. Feedback from IT was that e-learning may not be the best way to achieve our objective, and partners fed back that webinars were seen as a more useful method.

The CJAP Support Team worked with South Ayrshire Council's Equality and Diversity Forum to deliver a webinar in October. The webinar provided an overview and introduction to Community Justice to 65 attendees from across Ayrshire, with the aim of increasing knowledge and awareness amongst the workforce and the community. It included some community justice facts and figures, an explanation of the national aims and priorities, and some examples of local work going on in Ayrshire. The webinar included videos and case studies of people with lived experience of the justice system. We looked to gather feedback following this webinar and 24 out of 25 responders to a short survey said it had increased their knowledge of CJ.

92% of responders agreed that "People should help their community as part of a community sentence rather than spend a few months in prison for a minor offence". And 100% respondents agreed that "People serving community sentences should be given



support, such as help with addiction or mental health problems, or numeracy or literacy difficulties, to reduce the likelihood of them committing more crime in the future".

We also gained some valuable suggestions for future topics, and any ways we could improve the webinars.

Building on this and following some discussion at the last round of delivery groups, the CJAP Team have confirmed several topics for webinars to take place throughout 2025-2026 (General Awareness of Community Justice, Community Sentences, MAPPA and Prison Liberation). These webinars will be co-delivered with a partner who is working in that area, and once the partner has been confirmed, dates will be finalised and a flyer circulated advertising the events.

The CJAP Team have also made an offer to attend team meetings, and development days to provide an input. This was provided to the Community Health Activity Team in Easy Ayrshire in March, and other sessions are due to take place in the coming months including the SW Governance Board in North Ayrshire. Arrangements have also been made for an Elected Member Briefing to take place in East Ayrshire in April, and this will be taken forward in North and South Ayrshire as well.

We also produced a new/refreshed induction sheet for new members to the partnership.

The Partnership launched a biannual newsletter, publishing the first edition in December. This short document provided brief updates on the latest news for the partnership and what's coming up soon. This was shared over email to our various colleagues and partners, and also on social media to reach communities.

The Partnership manager met with North TSI to discuss how best to raise awareness in the voluntary sector and consideration will be given to a third sector brunch that would provide an opportunity to discuss issues pertinent to the third sector as well as highlighting the CISD tool.

The Partnership will be working with HMP Kilmarnock Visitor Centre to produce a short film on the visiting process. HMP Barlinnie has produced a similar type of video (which has been shared on the CJAP website as Barlinnie has the second highest number of individuals from Ayrshire after HMPK so relevant to many families in Ayrshire who would be visiting.) which can be used as a starting point. Funds have been identified, and we await sign off/permissions from SPS and Recovery Enterprises.

The reconvened Family Strategy Group and HMP Kilmarnock contains representation from the visitor centre, SPS, CJAP, and may be a useful forum to progress this.

The Partnership will undertake the 'understanding and confidence in community justice - Achieving Community Justice Outcomes' targeted resource and develop improvement actions. As the initial work is centred around gathering relevant data, contact has been made with local authority CPPs with a responsibility for public surveys to establish if we can get data to track progress. Finalised targeted resource document was published June 2024. Some of the data points required for the initial stage of this targeted resource are available, but local figures on community knowledge of CJ is not routinely gathered.



The DIAC delivery group discussed the recommendations from 'Trauma - informed training in police custody: a qualitative case study Final Report' to consider if there was any work we could undertake in Ayrshire. Police colleagues advised that work was being progressed nationally to ensure a more consistent approach.

Local Evidence

The NHS Scotland Trauma training has now been rolled out to all Housing Services in line with the Trauma Advisory Board Action Plan with a trauma-informed culture being embedded throughout and across all teams.

There is now a specific Officer within Housing Options who is a dedicated Stigma Champion who promotes all communications and learning events to the entire team.

For those subject to MAPPA for sexual offending, accessing employment often causes difficulties. Anyone subject to MAPPA is managed efficiently and risk assessments are completed on an ongoing basis. Any employment opportunities are therefore risk assessed to ensure public safety and confidence is upheld. However, positions that are often assessed as suitable can be difficult to access due to the stigma created by being managed under MAPPA. To help mitigate this where possible, referrals can be progressed to the employability mentor service. They have an understanding of this service user group and the types of work often deemed suitable based on risk. They can help access suitable training opportunities.

To raise awareness of the activities and work done through the MAD group, a bi-monthly newsletter is circulated to various partners within the council and beyond. This details any progress within the group and often includes poems or life stories from those involved with lived experience. It highlights the work that is undertaken and the impact of this from a service users' perspective. These stories often highlight the difficulties faced by people accessing our service and gives a more balanced and human perspective on some of the most marginalised members of our society. This can also give confidence in the work undertaken within Justice and the positive impact this can have.

The RISE service works with individuals to manage emotional dysregulations and distress and to support the development of structures and routine that improve wellbeing. The aim is to support the individual to look at areas of their life that they want to focus on and learn strategies to support self-management. The service does not offer long-term interventions and will work with the referrer and other partner agencies to support people.

RISE works with Justice partners and CLS to evidence the role and impact of the team and ensure communication with partners. This is achieved through data gathering in regard those to referred and sharing this with PDT colleagues, RISE steering group, case discussion forums, referral pathways that encourage discussion and attendance at training events as speakers and delegates.



South Ayrshire Justice Service works closely with the ADP and attends Community Planning Partnership, IJB and Violence Against Women Partnership to ensure that people who commit offences are linked to agendas and plans. There is also close links with children services planning which ensures that parents committing offences are recognised and their children are supported. Unpaid Work Officers attend community councils and primary schools to offer community payback and raise awareness of stigma of offending.

South Ayrshire Women's Aid are active members of the South Ayrshire VAWG partnership. A subgroup of this were predominately responsible for arranging awareness sessions through the 16 Days of Action and International Women's Day. The activities have been a Reclaim the Night Walk, inputs to schools, inputs to local groups and highlighting the cause and activities through social media.

In East Ayrshire UPW there are established relationships with local communities and groups to identify work and projects that are of benefit to communities. Information on the positive impact of the work being undertaken is shared through a quarterly newsletter that has been developed and contact details for people to discuss a potential project. This includes unpaid work teams supporting the local foodbank and larders. The team link in with local communities through their planning groups and community leaders. Some of these links were interrupted by covid restrictions and the team are actively re-establishing them.

Community spaces and facilities that unpaid work have been involved in are better maintained and more accessible and attractive for use by the community. An example of this is the work in a number of cemeteries, community football organisations, parks and community buildings across East Ayrshire to undertake key tasks such as the paths are cleared and maintained, painted, gardens tidied etc. Positive feedback has been received from community organisations on the positive impact that this is having for communities. Unpaid work have also received positive feedback for the role they have played in supporting the foodbank which has ensured that those in need within the local community have access to food provisions. The team also provide a grass cutting and garden maintenance service for a number of older or housebound adults, which receives very positive feedback for those undertaking unpaid work. In the winter the team support the winter gritting by ensuring grit bins are full etc. Engaging with young people and adults in relation to how services are provided and what they could look like in the future ensures that the services can be shaped and improved based on lived experience. This also supports people to feel valued and empowered. As part of the social work justice service review, the team will be considering and looking at how to strengthen their approach to participation and engagement. As part of the rolling plan for those on unpaid work and other activities there is a program of defibrillator training sessions delivered by SFRS. This allows the team to support everyone who is on unpaid work to undertake learning this practice skill to provide potentially lifesaving support in their community in the future.



CJAP continue to develop and update our website as a place where anyone can find out more about community justice in Ayrshire. Each year, we publish new 'A Day in The Life' articles and a short video to publicise the articles which was shared amongst partners and wider networks. These articles help people learn more about the different roles involved in community justice. It has given us the opportunity to get to know the people behind the badge, in order to better understand what they do and consider how we can all work more closely to support our common goal.

We also published new 'Community Justice in Action' articles to share real life examples of some of the great work going on with Community Justice partners in Ayrshire.

There are several resources available on our website to educate and inform people about community justice. This includes a directory which we update annually to ensure it is accurate and add any new agencies.

Scheduled posts on social media throughout the year, signpost and direct people to different areas on the website.

18. Look ahead for your local area. Please tell us what the next steps are for your partnership.

Reflective questions to consider in developing your answer:

What are the next steps for your partnership?

What opportunities are there?

What barriers and/or risks?

The CJAP Outcome Improvement Plan which came into force on 1st April 2024 initially listed 51 deliverables aligned to the national priorities for partners to take forward. As at the end of 2024/25 – one year into the five year plan – five of the deliverables have been completed, 29 are marked as 'green' and making progress, 13 are marked as 'amber' and highlighted to groups as needing some improvement, and four are 'on hold' and cannot currently be progressed. The deliverables are to be reviewed on an annual basis to consider if any new local priorities have been identified and require to be added to the action plan.

The next steps for delivery groups is to continue to progress the deliverables which they are responsible for, identifying any new priorities within their remit, and overcoming any challenges which have been presented in progressing any of their deliverables.

The new CJAP data hub, and the undertaking of some of the targeted resource documents, will hopefully allow partners to use data to inform future service planning



and identify where things are working well, or where some action needs to be taken by the Partnership to improve things.

Currently identified barriers which have led to some of the deliverables being marked as 'amber' or 'on hold' include;

- the non-availability of data which has been identified locally, or by the targeted resource document
- awaiting implementation of government legislation, or funding in certain areas
- the need for increased engagement and action from partners identified as having some lead responsibility for a deliverable

