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<b>Report To:</b>	<b>Inverclyde Integration Joint Board</b>	<b>Date:</b>	<b>26<sup>th</sup> January 2016</b>
<b>Report By:</b>	<b>Brian Moore Corporate Director (Chief Officer) Inverclyde Health and Social Care Partnership (HSCP)</b>	<b>Report No:</b>	<b>IJB/02/2016/SMcA</b>
<b>Contact Officer:</b>	<b>Sharon McAlees Head of Criminal Justice and Children's Services</b>	<b>Contact No:</b>	<b>715282</b>
<b>Subject:</b>	<b>COMMUNITY JUSTICE TRANSITION PLAN</b>		

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## **1.0 PURPOSE**

1.1 The purpose of this report is to present to the Integration Joint Board the draft Inverclyde Community Justice Transition Plan for the period 2016-2017.

## **2.0 SUMMARY**

- 2.1 The Community Justice (Scotland) Bill was introduced to the Scottish Parliament on 7<sup>th</sup> May 2015.
- 2.2 Stage 1 evidence sessions concluded on 6<sup>th</sup> October 2015 and it is anticipated that enactment of the Bill will be in June 2016.
- 2.3 A number of Working Groups have been established by the Community Justice Division to develop a national Community Justice Strategy, including a National Performance Framework.
- 2.4 Locally, a Community Justice Lead Officer was appointed in September 2015. This post is funded by the Community Justice Transitional funding monies.
- 2.5 A Transition Group has been established and includes both the statutory partners outlined in the Community Justice (Scotland) Bill and other key partners from the third sector.
- 2.6 The Community Justice Division has provided an outline of what is required in local Transition Plans and these are to be submitted by 31<sup>st</sup> January 2016.
- 2.7 The Inverclyde Community Justice Transition Plan (Attached Paper) has followed this outline as well as giving a broader local context.

### **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Integration Joint Board note and comment on the draft Inverclyde Community Justice Transition Plan.

**Brian Moore**  
**Corporate Director**  
**(Chief Officer)**  
**Inverclyde HSCP**

## 4.0 BACKGROUND

### NATIONAL CONTEXT

4.1 The Scottish Government's Future Model for Community Justice in Scotland consultation paper (2014) defined community justice as:

"The collection of agencies and services in Scotland that individually and in partnership work to manage offenders, prevent offending and reduce reoffending and the harm that it causes, to promote social inclusion, citizenship and desistance."

Inverclyde submitted a response to this consultation paper on 13<sup>th</sup> August 2015 in respect to a call for evidence from the Justice Committee.

4.2 The new model will allow for:

- Local strategic planning and delivery of community justice services.
- Duties on a defined set of statutory Community Justice Partners to engage in this local strategic planning and delivery with accountability for planning and performance residing at a local level.
- The creation of Community Justice Scotland to provide leadership for the sector; enhanced opportunities for innovation, learning and development; independent professional assurance to Scottish Ministers and Local Government Leaders on the collective achievement of community justice outcomes across Scotland.
- A focus on collaboration, including the opportunity to commission, manage or deliver services nationally where appropriate.

4.3 The statutory Community Justice Partners include:

- Local Authorities
- Health Boards
- Police Scotland
- Scottish Fire and Rescue Service
- Skills Development Scotland
- Integration Joint Boards
- Scottish Courts & Tribunal Service
- Scottish Ministers (Scottish Prison Service)

4.4 The statutory Community Justice Partners are required to engage and involve the Third Sector in the planning and delivery of services.

4.5 The statutory Community Justice Partners have been chosen because of their role, individually and collectively, in delivering services that will improve community justice outcomes. It is for a local area to identify the needs and priorities of their community. The collaborative identification of these needs will allow partners to contribute and plan services according to local need. While planning will be done at a local level, if benefits can be realised that allow for wider partnership delivery then these can be established and this will be for local areas themselves to decide together.

4.6 The Community Justice Division has established four work streams that reflect the suggested pillars of the national Community Justice Strategy that is currently being progressed. These include:

- Empowering communities to participate in community justice matters and support those who have offended or have been affected by offending.
- Improving partnership, planning and performance to ensure community justice bodies deliver services effectively.
- Improving access to services to ensure there is equality of access to all

based on need.

- Effective use of interventions to ensure people who have offended receive the most suitable intervention at the appropriate time.

4.7 The key milestones in the establishment of the new Community Justice model are:

<b>Timescale</b>	<b>Milestones</b>
2015-2016	Partners will commence their collective planning and capacity-building activities in the community planning context.
31 <sup>st</sup> January 2016	A local Transition Plan to be submitted to Scottish Government.
1 <sup>st</sup> April 2016	Partners will assume their responsibilities under the new model as a shadow year alongside the current Community Justice Authorities.
Summer 2016	The enactment of the Community Justice Bill is anticipated.
Summer 2016	Scottish Government will publish the National Community Justice Strategy; the National Community Justice Performance Framework and guidance on the implementation of the new Community Justice model.
Summer 2016	Community Justice Scotland will be established.
December 2016	Partners will produce their first plan for Community Justice.
31 <sup>st</sup> March 2017	Community Justice Authorities (CJA's) are formally dis-established.
1 <sup>st</sup> April 2017	The new model for Community Justice comes fully into effect.

## **LOCAL CONTEXT**

4.8 On 31<sup>st</sup> July 2015 the Depute Director, Community Justice Division, wrote to Community Planning Chairs to clarify what is required in the shadow year Transition Plans that CPP's are required to submit by 31<sup>st</sup> January 2016. This includes:

- How CPPs plan to build links with and between Community Justice Partners.
- How CPPs plan to involve the Third Sector, service users, people with convictions, and communities in their local arrangements, planning and delivery in 2016 / 2017.
- How CPPs intend to work with CJAs to ensure that community justice issues that are led on by CJAs are picked up, where appropriate, by the relevant CPPs in 2016 / 2017.
- Looking to 2016 / 2017 and beyond, what the local governance arrangements will be for:
  - Community justice, including accountability lines;
  - Which organisations and individuals will be involved across the statutory, non-statutory and community sectors;
  - How community justice arrangements will link into the wider CPP, and
  - How links will be made from broader community planning themes to the community justice agenda and vice versa.
- How partner resources will be leveraged to support change and innovation locally, making the most effective use of transition funding.

4.9 A Transition Group has been established and includes the statutory Community Justice Partners, national Third Sector representation and the local Third Sector Interface representative. The Transition Group has developed a Terms of Reference which informed the governance arrangements detailed in the Transition Plan.

4.10 It should be noted that further work is required within the terms of reference regarding the governance arrangements. Specifically to reflect that each agency will

retain their respective accountability structures whilst having delegated functions within the community justice partnership. A memorandum of understanding will be developed to consolidate this.

- 4.11 The Transition Plan provides an articulation of the key areas of activity over the coming year in laying a sound foundation in developing a local Community Justice Model.

## 5.0 IMPLICATIONS

### FINANCE

A review of the funding arrangements for those monies currently allocated to CJAs for the planning and delivery of services, most notably Criminal Justice Social Work Services, is currently underway. While no decisions have been made, there is growing consensus that the current funding formula is not fit for purpose. This work is being taken forward under the auspices of Reducing Reoffending Programme 2 (RRP2). However, under the new model it is proposed that the Scottish Government will retain responsibility for the allocation of funding, with advice from the new national body as appropriate.

The Scottish Government's transition funding allocation of £50,000 to Inverclyde will be used in taking forward this plan. A Community Justice Lead Officer was appointed in September 2015 and will support the co-ordination of activity and the Community Justice Transition Group. Any further expenditure will require to be contained within the overall budget allocation.

#### 5.1 Financial Implications:

##### One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments

##### Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments

### LEGAL

- 5.2 It is anticipated that the Community Justice (Scotland) Bill will be enacted in June 2016. This will provide the legal framework to support the new model.

### HUMAN RESOURCES

- 5.3 There are no human resources issues within this report.

## EQUALITIES

5.4 There are no equality issues within this report.

Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
✓	NO – This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

## 6.0 CONSULTATION

6.1 This report has been prepared by the Chief Officer, Inverclyde Health and Social Care Partnership (HSCP) after due consultation with statutory and third sector partners. It is also the intention to hold a series of consultation events during 2016 as outlined in the Transition Plan.

## 7.0 BACKGROUND PAPERS

7.1 There are no background papers associated with this report.

# Inverclyde Community Justice Transition Plan 2016 - 2017

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<b>Date</b>	11.11.15
<b>Review Date</b>	(Draft)
<b>Produced by</b>	Ann Wardlaw

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## Introduction

Welcome to the Community Justice Transition Plan for Inverclyde. This is in response to the legislative requirements proposed in the Community Justice (Scotland) Bill as it is introduced. The plan covers the transitional period of shadow arrangements alongside the North Strathclyde Community Justice Authority (NSCJA) to the point where Community Justice Authorities are dis-established and the new model of Community Justice is implemented on 1st April 2017.

The plan adopts Inverclyde Alliance vision of “Getting it Right for Every Child, Citizen and Community (GIRFECCC)” and developing a Nurturing Inverclyde approach. While we are at the early stages of laying a strong foundation for Community Justice in Inverclyde’ this plan will make a significant contribution towards delivering the wellbeing outcomes where we want all our children, citizens and communities to be safe, healthy, nurtured, active, respected, responsible and included. These aspirations reflect the proposed national Community Justice Strategy vision that

“Scotland is a safer, fairer and more inclusive nation where we reduce reoffending by addressing its underlying causes, while safely and effectively managing those who have committed offences, to help them integrate into the community and realise their potential for the benefit of all citizens.”

This plan is outcome focused and will strengthen partnership working, community capacity, engagement and involvement of a full range of stakeholders. This plan sets out a clear pathway to ensure a smooth period of transition for Community Justice.

I am confident that this plan includes all the necessary building blocks for a robust and successful local model of community justice and I look forward to working with all the partners and wider stakeholders to bring this into fruition.

Sharon McAlees,

Chair of Inverclyde Community Justice Transition Group

## 2. Demographic Profile of Inverclyde

Inverclyde is located in West Central Scotland covering 61 square miles stretching along the south bank of the estuary of the River Clyde. Inverclyde is one of the smallest local authorities in Scotland with the main towns of Greenock, Port Glasgow and Gourock sitting on the Firth of the Clyde. The towns provide a marked contrast to the small coastal settlements of Inverkip and Wemyss Bay, which lie to the South West of the area, and the picturesque rural



villages of Kilmacolm and Quarrier's Village which are located further inland, offering a further dimension to the area's diversity.

A strong sense of community identity exists in Inverclyde and local residents are proud of the area and its history, which is steeped in centuries of maritime and industrial endeavour. There is also a strong community spirit and opportunity to further enhance this with the Community Justice agenda and the aim of building on local capacity to co-produce local responses.

Inverclyde is going through a period of transformation with improvements taking place in the physical infrastructure including further improvements in the existing well developed transport links to Glasgow and the rest of Scotland, new residential developments, leisure and retail facilities, cultural and arts centres and a new and refurbished schools estate being established that will help further renew and regenerate Inverclyde and more importantly, its communities. Inverclyde is also strengthened with West College Scotland situated over two local campuses. With regards to health facilities, Inverclyde is served with Inverclyde Royal Hospital and sixteen GP practices. Inverclyde also has HMP Greenock that includes both male and female prison population. These are all considered as key assets within Inverclyde and in meeting the aspirations of how Community Justice is developed locally.

The 2014 mid-year population estimate for Inverclyde according to the National Statistics of Scotland (NRS Mid-Year Estimate) is 79,860; this accounts for 1.5% of the total population of Scotland. By 2037 the population of Inverclyde is projected to be 65,014, a decrease of 18.6% (based on the 2012 population estimate).

There is a significant gap between our more affluent areas and those which experience high levels of poverty and deprivation. In our most deprived and disadvantaged areas, people face multiple problems such as ill-health; high levels of worklessness; poor educational achievement/attainment; low levels of confidence

and low aspirations; low income; poor housing and an increased fear of crime. In addition, Inverclyde has particular issues relating to alcohol.

The Scottish Index of Multiple Deprivation ranks the 6,505 zones of Scotland from most to least deprived using data on 7 domains. 50 of the 110 Inverclyde zones rank among the 20% most deprived in Scotland. Inverclyde has the second highest (42.7), next to Glasgow (44.4), proportion of data zones that are within the 15% most deprived in Scotland.

There is increasing research that demonstrates the strong links between mental health and material deprivation. The poorest fifth of adults are at double the risk of experiencing a mental health problem as those on average incomes. The impact of welfare reform has compounded this further where 98% of respondents in a recent report **Worried Sick: Experience of Poverty and Mental Health Across Scotland** (2014) indicated their mental health had suffered.

**Mental Health in Focus: A profile of mental health and wellbeing in Greater Glasgow & Clyde**, (2011) produced by the Glasgow Centre for Population Health states in the Inverclyde Profile.

“In Inverclyde perceptions of local crime were 36% higher than the Scottish average (an estimated 78% of Inverclyde adults reported that crime was “very or fairly common in their area” compared to 57% in Scotland). This contrasted with the relatively low level of both acquisitive crime (170 in Inverclyde versus 238 per 10,000 in GG&C) and offenders and victims of violent crime (30% and 22% lower in Inverclyde compared to GG&C)... Across the intermediate zones in Inverclyde, a picture of polarised communities is presented.”

The estimated number of individuals with problem drug use and the corresponding prevalence rates for 2012 / 2013 indicates the council areas with the highest prevalence rates of problem drug use in Scotland are Inverclyde 3.20%, Dundee City 2.80% and Glasgow City 2.76% - For Scotland as a whole the figure is 1.68%. (Percent of populations aged 15-64). **Inverclyde ADP Strategic Plan 2014-2015**.

Alcohol misuse is a particular problem in Inverclyde, particularly amongst the more disadvantaged population, where deaths and hospital admissions related to alcohol misuse are more than double the national average. In a Citizens' Panel survey carried out in Spring 2012, 87% of respondents thought that excessive alcohol consumption is a particular problem in Inverclyde. **Inverclyde Alliance SOA 2013-2017**.

Alcohol plays a major part in relation to crime and the fear of crime in Inverclyde. 85% of people who are arrested for disorder related offences are under the influence of alcohol, and in about 80% of violent crime cases in Inverclyde, alcohol has been a contributing factor, whether consumed by the victim, perpetrator or both. **Drugs Strategy: Tackling Drugs in the Community, ACPOS, 2009-2012**. Domestic violence also demonstrates a significant level of alcohol involvement. Women's Aid highlight that whilst the number of incidents of domestic abuse reported to the Police have fallen, their data has shown an increase in the last year. **To Reduce Violence Against Women, Inverclyde CSP, Co-ordinating Group, October 2009**.

Parental substance misuse is also a significant factor in Child Protection concerns. **Inverclyde Alliance SOA 2013-2017.**

Two thirds of young offenders were under the influence of alcohol at the time of committing their offence and a significant number of prisoners report having problems with alcohol and drugs outside prison. **Alcohol and Inverclyde: Impact, Services and Strategy, Report prepared for the Inverclyde Alliance Board, 2007.**

The Scottish Fire and Rescue Service in Inverclyde believe there may be a link between the consumption of alcohol and the types of fire-related anti-social behaviour incidents encountered by their officers. <http://www.strathclydefire.org/pdfs/Scotland Together 07 09 09.pdf>

A significant proportion of Inverclyde residents presenting at emergency homeless services have alcohol and drug problems. **Inverclyde Alliance SOA 2013-2017.**

All of these criminogenic conditions impact on community justice and highlight the multi-layered and complex nature of issues facing our community. Importantly the profile also speaks to the variety of community assets that may be utilised in developing community capacity to facilitate the desistance of offenders.

DRAFT

### 3. Community Justice

#### National Context

The Scottish Government's Future Model for Community Justice in Scotland consultation paper (2014) defined community justice as:

"The collection of agencies and services in Scotland that individually and in partnership work to manage offenders, prevent offending and reduce reoffending and the harm that it causes, to promote social inclusion, citizenship and desistance."

The Community Justice (Scotland) Bill outlines the meaning of community justice as:

- a) "Giving effect to community disposals and post-release control requirements."
- b) "Managing and supporting offenders in the community with a view to reducing reoffending by them."
- c) "Arranging general services in ways which facilitate offenders in the community accessing and using them."
- d) "Preparing offenders for release from imprisonment or detention in a penal institution."

Following Stage 1 evidence sessions as part of the parliamentary process of the Bill; it is anticipated there will be an amendment to the definition of community justice that reflects a more holistic approach. Karp and Clear (2000) state that

"Community Justice broadly refers to all variants of crime prevention and justice activities that explicitly include the community in their processes and set the enhancement of community quality of life as a goal."

The Community Justice Division has established four work streams that reflect the suggested pillars of the national Community Justice Strategy that is currently being progressed. These include:

- Empowering communities to participate in community justice matters and support those who have offended or have been affected by offending.
- Improving partnership, planning and performance to ensure community justice bodies deliver services effectively.
- Improving access to services to ensure there is equality of access to all based on need.
- Effective use of interventions to ensure people who have offended receive the most suitable intervention at the appropriate time.

It is anticipated that the national Community Justice Performance Framework will also reflect these outcomes.

## Local Context

The Inverclyde Alliance Single Outcome Agreement 2013-2017 enshrines three pivotal approaches that will be interwoven in progressing community justice in Inverclyde. These include:

1. Community Capacity building and Co-production.

The core values underpinning this are:

- Recognising that people have assets, not just problems.
- Redefining work so that unpaid activities are valued and supported.
- Building reciprocity and mutual exchange.
- Strengthening and extending social networks.

2. Focus on Prevention and Early Intervention.

The Report on the Future Delivery of Public Services (2011) emphasised the need for public services to focus on prevention and early intervention which included a move towards preventative spend.

3. Getting it Right for Every Child, Citizen and Community (GIRFECCC): A Nurturing Inverclyde.

Inverclyde Alliance has applied the GIRFECCC approach and has adapted the wellbeing outcomes as outlined below as a whole population approach.

<b>Safe</b>	Protected from abuse, neglect or harm and supported when at risk. Enabled to understand and take responsibility for actions and choices. Having access to a safe environment to live and learn in.
<b>Healthy</b>	Achieve high standards of physical and mental health and equality of access to suitable health care and protection, while being supported and encouraged to make healthy and safe choices.
<b>Achieving</b>	Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work, leisure or the community.
<b>Nurtured</b>	Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.
<b>Active</b>	Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth and development.
<b>Respected &amp; Responsible</b>	Respected and share responsibilities. Citizens are involved in decision making and have an active role in improving the community.
<b>Included</b>	Overcoming social, educational, health and economic inequalities and being valued as part of the community.

The Inverclyde Alliance Single Outcome Agreement 2013-2017 outlines eight local strategic outcomes as detailed below.

Outcome 1	Inverclyde's population is stable with a good balance of socio-economic groups.
Outcome 2	Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.
Outcome 3	The area's economic regeneration is secured, economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.
Outcome 4	The health of local people is improved, combating health inequality and promoting healthy lifestyles.
Outcome 5	A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates.
Outcome 6	A nurturing Inverclyde gives all our children and young people the best possible start in life.
Outcome 7	All children, citizens and communities in Inverclyde play an active role in nurturing the environment to make the area a sustainable and desirable place to live and visit.
Outcome 8	Our public services are high quality, continually improving, efficient and responsive to local people's needs.

#### 4. Community Justice Partners

The diagram below outlines both statutory partners (highlighted in blue) and non-statutory partners (highlighted in white). At this stage there have been discussions with the majority of these partners exploring their potential role to progress the community justice agenda.





As an interim measure a Community Justice Transition Group has been established. This has the aim of ensuring a smooth transition into shadow arrangements on 1<sup>st</sup> April 2016. This will operate alongside NSCJA and ensure we are ready for the introduction of the new model for Community Justice on 1<sup>st</sup> April 2017.

The Transition Group includes involvement of all of the statutory partners and representation from Action for Children and Turning Point Scotland who both deliver local services; CVS Inverclyde who form one part of Inverclyde's third sector interface; local Community Safety and Wellbeing Manager, ADP Co-ordinator and NSCJA Policy Officer.

The main consideration when opting for the development of the Transition Group was that the transition period required the expertise of various sectors while also recognising the SOA is being revised during 2016 and this will impact on future governance structures. The Transition Group will be able to remain focused on community justice at this crucial time while the SOA is being revised.

It is anticipated that while the statutory partners will remain static; there can be a degree of fluidity with regards to non-statutory partners dependent on the various stages and priorities at any given time. While there are partners who may not directly be involved in the Transition Group, this is not under-estimating the role they may have in progressing community justice. Several meetings have already taken place and will continue with other community partners to ensure a whole systems approach is taken and a wide range of community assets are fully utilised in community justice.

## 5. Involvement of Stakeholders

Inverclyde Alliance Community Engagement Strategy mirrors the National Standards for Community Engagement as outlined below:

1. **Involvement:** we will identify and involve the people and organisations who have an interest in the focus of the engagement.
2. **Support:** we will identify and overcome any barriers to involvement.
3. **Planning:** we will gather evidence of the needs and available resources and use this evidence to agree the purpose, scope and timescale of the engagement and the actions to be taken.
4. **Methods:** we will agree and use methods of engagement that are fit for purpose.
5. **Working Together:** We will agree and use clear procedures that enable the participants to work with one another effectively and efficiently.
6. **Sharing Information:** we will ensure that necessary information is communicated between the participants.
7. **Working With Others:** we will work effectively with others with an interest in the engagement.
8. **Improvement:** we will develop actively the skills, knowledge and confidence of all the participants.
9. **Feedback:** we will feed back the results of the engagement to the wider community and agencies affected.
10. **Monitoring And Evaluation:** we will monitor and evaluate whether the engagement achieves its purposes and meets the national standards for community engagement.

There is an opportunity to build capacity and strengthen community resilience through promoting maximum participation in a programme of engagement events commencing in January 2016. This will be wide ranging and inclusive of those considered to be at the furthest distance from services such as people who have committed offences in a variety of settings including those who have an alcohol or drug problem; mental health issues; or are homeless; and those who are currently serving a community order or a prison sentence. Particular effort will also be given to ensure we capture the views of women who have committed offences and young people.

Other key stakeholders are the victims of crime and their families as well as the families of those people who have committed an offence.

A variety of methods will be used including one-to-one interviews; focus groups and questionnaires. The primary focus of this engagement will be to learn from people's own stories of both what has worked for them, what has had less impact, what are the gaps in service delivery and how services individually and collectively can improve to make the greatest impact for individuals, their families and wider community.

Engagement events will include tailored sessions for providers including national third sector organisations; PSP providers; local third sector organisations; and community organisations. This will provide an opportunity to both strengthen local networks and map the wide range of services. It will also assist in identifying any duplication of effort as well as informing future planning of services.

A further element of engagement will be at a community level using existing mechanisms developed as part of community planning partnership wellbeing localities and Health and Social Care Partnership Integrated Joint Board locality planning. This will include involvement of Community Councils, community groups and the general public. This will be about enabling community conversations to capture information about what really matters to people in the various geographical localities and to understand the outcomes they would wish to achieve as part of community justice. A range of methods will be used including attending meetings, arranging events, focus groups and using the Citizen's Panel.

## **6. Governance Arrangements**

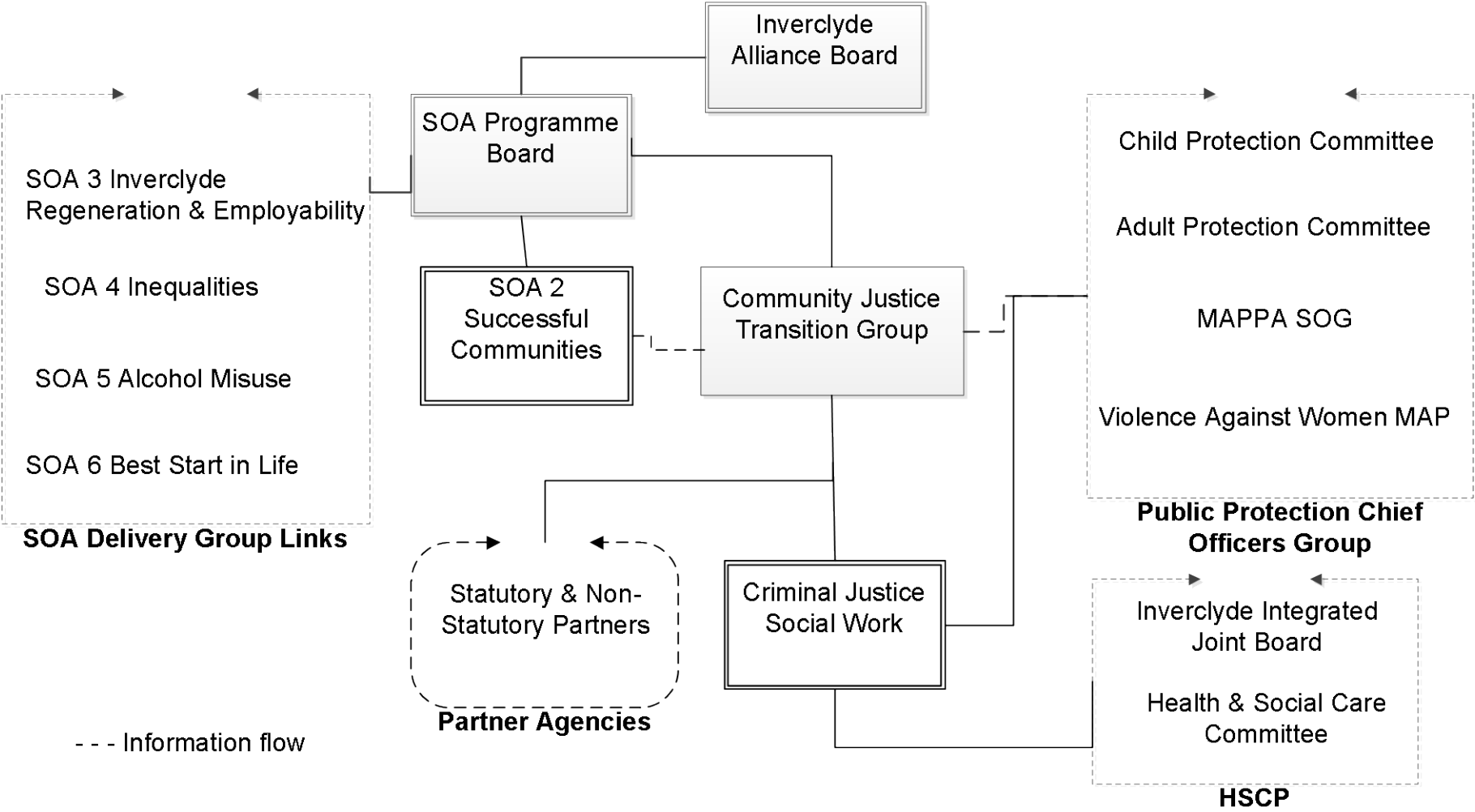
Before reaching agreement with regards to the governance arrangements for community justice; various options were considered and a SWOT Analysis was undertaken to inform the decision.

It was agreed as an interim measure to support the immediate period of transition, that a Community Justice Transition Group be established. The Transition Group has developed a Terms of Reference (Appendix 1) that details the remit and focus of the group. Final governance arrangements will be considered following the revision of Inverclyde SOA and implemented during 2017.

The Community Justice Transition Group is aligned to the SOA Delivery Group "Successful Communities" and will report to the SOA Programme Board and Inverclyde Alliance. Each partner will also report within their respective organisational governance structures. In addition; information sharing and collaborative working will also be developed with SOA Delivery groups and other fora including Inverclyde Public Protection Chief Officers Group; Inverclyde Integrated Joint Board and the Health & Social Care Committee as well as the Inverclyde Alcohol and Drug Partnership and Community Safety Partnership.

The Structure Chart below outlines the governance arrangement.

**Governance Structure**



## **Planning Structure**

With a view to simplifying the planning structure in line with various locality planning drivers and the Community Empowerment (Scotland) Act 2015; it was agreed at Inverclyde SOA Programme Board on 6<sup>th</sup> November 2015 that there will be three “Wellbeing Localities” in Inverclyde. These will be known as Inverclyde East, Inverclyde Central and Inverclyde West. The concept of “wellbeing localities” reinforces the GIRFECCC approach and the role of the wellbeing indicators across Inverclyde’s planning structure.

Below each “Wellbeing Locality” there are “Wellbeing Communities”, followed by “Wellbeing Neighbourhoods”. All of these have been mapped with Community Council and Ward boundaries. Both Police Scotland and the Scottish Fire and Rescue Service use Ward boundaries in their planning structures. Inverclyde HSCP intends to adopt the Wellbeing planning structure.

With regards to implementing Community Justice the locality planning arrangements will be applied. This will enable a common language to be used by all partners around wellbeing, while also considering data specific to Inverclyde as a whole, right down to individual ward information where partnership resources can be targeted to ensure they make the maximum impact and services can be localised and flexible.

Appendix 2 details the planning structure.

## **7. Transition / Shadow Arrangements**

As outlined in Appendix 3; the North Strathclyde Community Justice Authority Area Plan 2014 – 2017, local and partnership actions will remain a primary focus during the transition period and beyond. The NSCJA is a key partner represented on the Transition Group where they will be able to share their knowledge and expertise.

Inverclyde has an active role in NSCJA and has close working relationships with both the NSCJA Chief Officer and NSCJA Policy Officer. The NSCJA have developed a Transition Plan and are scheduled to give a presentation to Inverclyde Alliance on 14<sup>th</sup> December 2015 to provide information on this. The NSCJA is also intending to produce Local Authority Level Offender Profile and Strategic Assessment.

There are regular meetings between NSCJA and Inverclyde in preparation for the transition that take cognisance of national developments within community justice and how this relates to the local context of Inverclyde.

## **8. Going Forward**

Much of the focus and activity during 2016 will be on developing the local model for community justice alongside partners and stakeholders from our local communities. A key focus of Inverclyde Alliance is in tackling inequalities including health, housing and employability. These all impact on criminogenic conditions and in tackling them will support desistance.

The pathway to desistance is an individual one and in planning services it is recognised that “one size fits all” will not work. Community justice as an approach needs to be outcome-focused and person-centred. There are good practice developments that can be adapted and applied to community justice. One aspect is in recognising and building on personal strengths and resources including positive social networks and developing a positive identity within their local neighbourhood.

As previously outlined there is a programme of engagement events planned for January – March 2016. Information from these will be used to inform future planning of services.

An Inverclyde Community Justice Logic Model will be developed that will be used to identify short-term, medium term and long-term outcomes. As part of this exercise there will be a mapping exercise of all the local resources available to progressing community justice.

A comprehensive data collection and analysis will also be undertaken at the various levels described in the planning structure. This will help to identify the range of data available, as well as informing any gaps and future developments of local indicators.

## **9. Resources**

The Scottish Government’s transition funding allocation of £50,000 to Inverclyde will be used in taking forward this plan. A Community Justice Lead Officer was appointed in September 2015 and will support the co-ordination of activity and the Community Justice Transition Group.

By developing close partnership working, identifying all available resources, (not just financial resources) whether staff, expertise or premises and services; partner resources will be leveraged to support change and innovation locally.

In undertaking benchmarking there will also be opportunity to consider cost analysis and preventative spend options.

A key resource that partners may share is around learning and development opportunities. This may include sharing training opportunities and expertise, sharing facilities or developing peer support and shadow opportunities.

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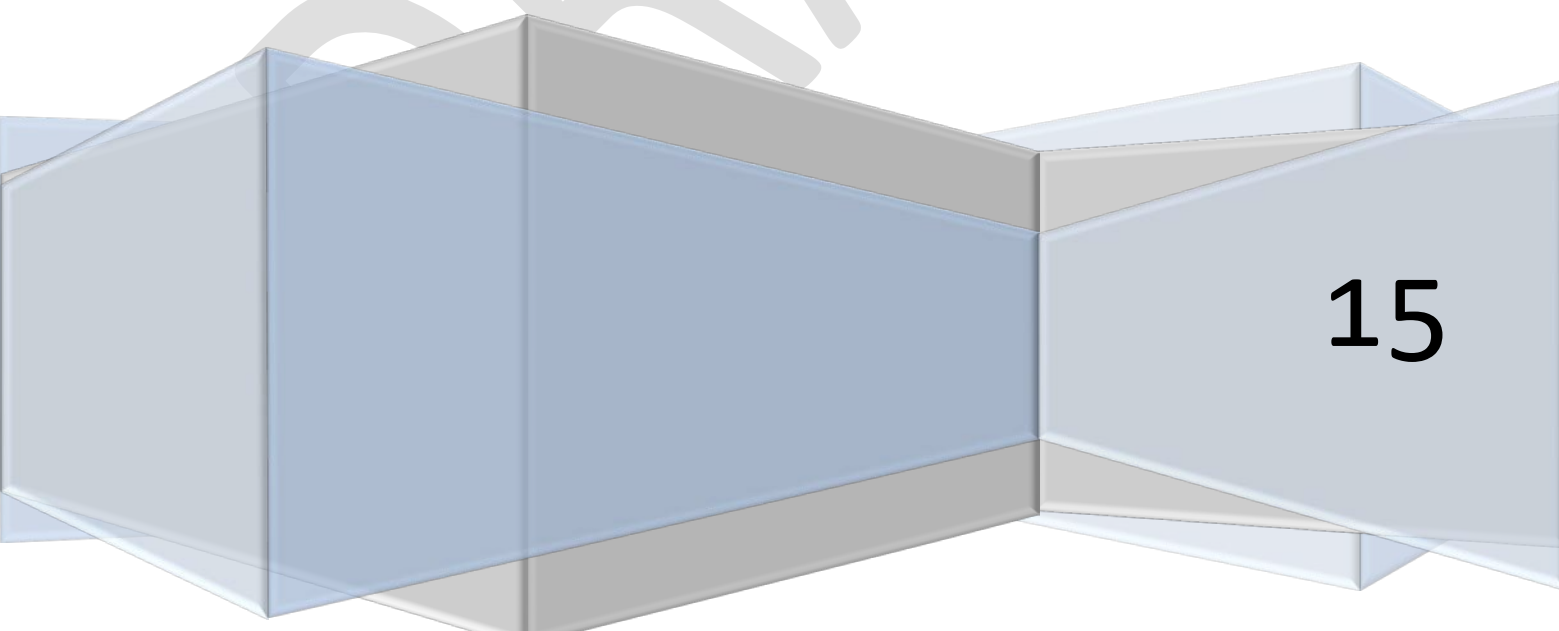
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# Community Justice Transition Group

Terms of Reference

Sharon McAlees



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## **Introduction**

The Scottish Government's Future Model for Community Justice in Scotland consultation paper (2014) defined community justice as:

“The collection of agencies and services in Scotland that individually and in partnership work to manage offenders, prevent offending and reduce reoffending and the harm that it causes, to promote social inclusion, citizenship and desistance.”

The Community Justice (Scotland) Bill is the legislative vehicle for implementing this new model whereby responsibility will transfer to local strategic planning and delivery while disbanding the current Community Justice Authorities.

The Community Justice Division has established four work streams that reflect the suggested pillars of the national Community Justice Strategy that is currently being progressed. These include:

- Empowering communities to participate in community justice matters and support those who have offended or have been affected by offending.
- Improving partnership, planning and performance to ensure community justice bodies deliver services effectively.
- Improving access to services to ensure there is equality of access to all based on need.
- Effective uses of interventions to ensure people who have offended receive the most suitable intervention at the appropriate time.

It is anticipated that the national Community Justice Performance Framework will also reflect these outcomes.

These terms of reference define the remit and focus of the Transition Group in preparing for local implementation of the Community Justice (Scotland) Bill.

## **Aim**

The aim of the Community Justice Transition Group is to ensure a seamless period of transition whereby a model of community justice is developed that reflects both the needs and strengths of Inverclyde.

The Community Justice (Scotland) Bill details statutory partners to include:

- Local Authorities
- Health Boards
- Police Scotland
- Scottish Fire & Rescue Service
- Skills Development Scotland
- Integration Joint Boards
- Scottish Courts and Tribunal Service
- Scottish Ministers (Scottish Prison Service)

In addition there are key non-statutory partners including the third sector. The Community Justice Transition Group has representation from all of the statutory partners and key non-statutory partners.

Underpinning the emerging model of community justice in Inverclyde are the principles of Best Value; efficiency, effectiveness and equity of service provision across all partners.

### **Group Membership**

<b>Name</b>	<b>Designation</b>	<b>Service</b>
Sharon McAlees	Head of Children's Services & Criminal Justice	HSCP Integrated Joint Board
Helen Watson	Head of Planning, Health Improvement and Commissioning	HSCP Integrated Joint Board
Andrina Hunter	Health Improvement, Inequalities and Personalisation Service Manager	NHS Greater Glasgow & Clyde
Audrey Howard	Service Manager	HSCP Criminal Justice
Ann Wardlaw	Community Justice Lead Officer	Community Justice Partnership
Miriam McKenna	Corporate Policy & Partnership Manager	Inverclyde Council
Fraser Jarvie	Legal Services Manager	Inverclyde Council
Willie Kennedy	Planning Officer	NSCJA
Anne Glendinning	Service Manager	HSCP Youth Justice
Lisa Davies		Scottish Court Service
Stuart Cassidy		Procurator Fiscal

Mary Flynn	Team Leader	SDS
William Stuart	Governor, HMP Greenock	SPS (Representative for Community Justice)
Andy Lawson	Chief Superintendent	Police Scotland
Ian Bruce	Executive Officer	CVS Inverclyde
Paul Nelis	Group Manager	Scottish Fire & Rescue
Janine Ryan	Service Manager	Action for Children
Christine Buntrock	Operations Manager	Turning Point
Drew Hall	Community Safety and Wellbeing Manager	Housing, Safer & Inclusive Communities, Inverclyde Council
Margaret McConnachie	ADP Co-ordinator	Inverclyde ADP

Other members will be co-opted onto the group for specific projects as appropriate.

## **Scope and Methodology**

The group will work across a wide range of partners and stakeholders in Inverclyde and will use the following to inform methodology:

- Community Justice (Scotland) Bill
- Consultation Events by Criminal Justice Division
- Local Community Justice Engagement Events
- Community Justice Strategy (when published)
- Community Justice Performance Framework (when published)
- Community Justice Guidance (when published)
- Community Empowerment (Scotland) Act 2015
- Best Value Toolkits
- GIRFECCC approach across Inverclyde and SHANARRI Wellbeing Indicators
- Logic Modelling Toolkits
- Benchmarking
- Research on good practice examples
- Research on desistance and reducing re-offending
- The values of holding the people and communities of Inverclyde as the primary focus; recognising partners work better together; that all partners strive to improve and each partner individually and as a collective ensure transparency and accountability.

## **Reporting**

The group will report to the SOA Programme Board and Inverclyde Alliance. Each partner will also report within their respective organisational governance structures.

## **Meetings**

The group will meet on a six-weekly basis and the quorum required will be that a minimum of three different agency partners are in attendance.

There is a clear expectation that this group will be required to make decisions and each partner has a responsibility to have an appropriate representative in attendance who can contribute to this process. Where there are occasions where a partner is unable to have representation in attendance at a meeting; that partner has responsibility for ensuring they have submitted their feedback on matters being taken forward.

## **Data Analysis**

Data will be shared and collated across all partners in order to undertake all aspects of logic modelling and benchmarking, as well as being able to identify the impact of service delivery.

## Dispute Resolution

Where there is a disagreement on a particular matter, in the first instance attempts should be made to resolve this within the group. Where this is not possible it may be necessary for the respective partner(s) and the chair of the group to meet out with the meeting to attempt resolution. A further option would be for the respective partners and the chair of the group to identify and agree to approach an independent person to act as a mediator. The final stage where all other steps have been fully exhausted is that the matter is considered at the SOA Programme Board for arbitration, whereby a final decision will be reached. An appropriate partner with expertise regarding the specific matter may be co-opted onto the SOA Programme Board for this purpose.

## Recommendations

- That the terms of reference are used to steer the group during the transition period.
- As the legislation is progressed the terms of reference may need periodic review.

## Timescales

The following milestone dates have been identified:

<b>Timescale</b>	<b>Milestones</b>
2015-2016	Partners will commence their collective planning and capacity-building activities in the community planning context.
31 <sup>st</sup> January 2016	A local Transition Plan to be submitted to Scottish Government.
1 <sup>st</sup> April 2016	Partners will assume their responsibilities under the new model as a shadow year alongside the current Community Justice Authorities.
Spring / Summer 2016	The enactment of the Community Justice Bill is anticipated. Following this the Community Justice Strategy; Community Justice Performance Framework and Community Justice Guidance will be published.
December 2016	Partners will produce their first Community Justice Outcomes Improvement Plan.
31 <sup>st</sup> March 2017	Community Justice Authorities are formally dis-established.
1 <sup>st</sup> April 2017	The new model for Community Justice comes fully into effect.

## How will we know we are getting there?

As well as by meeting the milestones identified, qualitative achievements would include:

1. There is an enhanced understanding among statutory and non-statutory partners of the concept of community justice and their role in progressing this within the communities of Inverclyde.
2. The model of community justice in Inverclyde is outcome-focused and person-centred.
3. The communities of Inverclyde are recognised as having a wide range of strengths on which to build on.
4. The foundations of effective partnership working are established with regards to community justice.

## Appendix 2 – Wellbeing Localities

Wellbeing Locality	Wellbeing Community	Wellbeing Neighbourhood	LEARNING COMMUNITY CLUSTER	COMMUNITY COUNCILS	WARD
<b>Inverclyde East Wellbeing Locality</b>	Kilmacolm & Quarriers Village	<ul style="list-style-type: none"> <li>• Kilmacolm</li> <li>• Quarriers Village</li> </ul>	Port Glasgow High/Joint Campus	Kilmacolm	Ward 1 (Inverclyde East)
	Port Glasgow	<ul style="list-style-type: none"> <li>• Devol</li> <li>• Slaemuir</li> <li>• Oronsay</li> <li>• Woodhall/Kelburn</li> <li>• Park Farm</li> <li>• Parkhill</li> <li>• Clune Park</li> <li>• Lilybank</li> <li>• Town Centre</li> <li>• Chapelton</li> <li>• Kingston Dock</li> </ul>		Port Glasgow East Port Glasgow West	Ward1 (Inverclyde East) Ward 2 (Inverclyde East Central)
<b>Inverclyde Central Wellbeing Locality</b>	Greenock Central and East	<ul style="list-style-type: none"> <li>• Gibshill</li> <li>• Strone</li> <li>• Weir Street</li> <li>• Cartsdyke</li> <li>• Bridgend</li> <li>• Greenock Town Centre</li> <li>• Well Park</li> <li>• Drumfrochar</li> <li>• Broomhill</li> <li>• Propecthill</li> </ul>	Inverclyde Academy	Greenock East Greenock Central	Ward 2 (Inverclyde East Central) Ward 3 (Inverclyde North)
	Greenock South and	<ul style="list-style-type: none"> <li>• Bow Farm</li> </ul>	Inverclyde	Holefarm &	Ward 4



<b>Wellbeing Locality</b>	<b>Wellbeing Community</b>	<b>Wellbeing Neighbourhood</b>	<b>LEARNING COMMUNITY CLUSTER</b>	<b>COMMUNITY COUNCILS</b>	<b>WARD</b>
	South West	<ul style="list-style-type: none"> <li>• Grieve Road</li> <li>• Neil Street</li> <li>• Whinhill</li> <li>• Overton</li> <li>• Pennyfern</li> <li>• Peat Road</li> <li>• Hole Farm</li> <li>• Cowdenknowes</li> <li>• Barrs Cottage</li> <li>• Fancy Farm</li> <li>• Branchton</li> <li>• Braeside</li> <li>• Larkfield</li> </ul>	Academy	Cowdenknowes  Greenock South West  Larkfield, Braeside & Branchton	(Inverclyde South) Ward 6 (Inverclyde South West)
<b>Inverclyde West Wellbeing Locality</b>	Greenock West and Gourock	<ul style="list-style-type: none"> <li>• Greenock West End</li> <li>• Cardwell Bay</li> <li>• Midton</li> <li>• Gourock Town Centre</li> <li>• Ashton</li> <li>• Levan</li> <li>• Trumpethill</li> </ul>	Clydeview Academy	Greenock West and Cardwell Bay  Gourock	Ward 3 (Inverclyde North) Ward 5 (Inverclyde West)
	Inverkip & Wemyss Bay	<ul style="list-style-type: none"> <li>• Inverkip</li> <li>• Wemyss Bay</li> </ul>	Inverclyde Academy	Wemyss Bay & Inverkip	Ward 6 (Inverclyde South West)

## Appendix 3

### NSCJA Area Plan 2014-2017 – What we plan to achieve locally

NSCJA Plan	Inverclyde
1. A continued reduction in the 1 year reconviction rate in the NSCJA area.	Continue at a local level.
2. The effective provision of person centred, evidence led support services and interventions for women offenders as recommended by the Commission on Women Offenders in both community and in-custody settings.	Continue at a local level.
3. Effective and enhanced support services and interventions for high risk offenders including sex offenders and perpetrators of domestic abuse, whilst ensuring the 'victim's voice' is heard in the NSCJA area	Continue at a local level.
4. An increased focus on alternatives to custody and community sentences where appropriate, including diversion; community payback order (CPO); Drug Treatment and Testing Orders (DTTO); the use of electronic monitoring, where suitable; and alternatives to remand.	Continue at a local level.
5. Continue to support a prison culture where the maximisation of opportunities for prisoners to work towards positive destinations is the norm, addressing the cross cutting issues that contribute to offending and re-offending.	Continue at a local level.
6. A collaborative approach with our partners in Health and Alcohol and Drug Partnerships to address Health Inequalities.	Continue at a local level.
7. A smooth and efficient transition into the new Structure for Community Justice.	Continue at a local level.

## NSCJA Area Plan 2014-2017 – What actions we will do as a partnership

NSCJA Actions	Inverclyde
1. We will continue to work effectively in partnership to ensure the coordination of plans/strategies, interventions and workforce learning and development to reduce reoffending.	Continue at a local level.
2. We will agree an Action Plan each year with our partners and others, which will set out specific actions that we will manage and monitor through regular progress reports to NSCJA.	Continue via agreed local structure.
3. We will be responsive to developing policy initiatives by including these within our existing partnership structures or establishing new structures where required to implement at a local level.	Continue at a local level and in line with the development of the national Community Justice Strategy and Performance Framework alongside any new guidance.
4. We will take into account the recommendations of the Commission on Women Offenders and ensure all resources are utilised effectively across a multi-agency and multi sector approach to addressing the needs of women offenders in the NSCJA area coordinated through the NSCJA Women's Services Steering Group.	Continue at a local level.
5. We will ensure the effective roll out of 'Moving Forward, Making Changes' in the NSCJA area, as well as continuing to work in collaboration with a wide range of partners to develop effective interventions for domestic abuse perpetrators as well as support for victims.	Continue at a local level.
6. We will continue to support the increased, appropriate use of all forms of community sentences and alternatives to custody. We will progress any appropriate actions arising from the current review of Community Payback Orders and the unit cost of CPO's and review the delivery of Drug Treatment and Testing Orders across the NSCJA area.	Continue at a local level.

<p>7. We will continue to support the Scottish Prison Service; in particular taking advantage in the opportunities presented by the developing estate within the NSCJA area, whilst continuing to offer support to the innovative initiatives that have already been introduced.</p>	<p>Continue at a local level.</p>
<p>8. We will continue to support the National; Local and exemplar Public Social Partnerships and through these we will communicate examples of good practice and success to our wider partnership group. We will work with key public sector bodies to secure sustainable funding for successful PSPs.</p>	<p>Continue at a local level as part of a local Community Justice Commissioning Strategy.</p>
<p>9. We will work with NHS GG&amp;C and other partners to pursue innovative initiatives that incorporate a 'Whole Family Approach' to address health inequalities experienced by offenders and their families.</p>	<p>Continue at a local level.</p>
<p>10. We will work in partnership with local Alcohol and Drug Partnerships to improve equity of service access and reduce the instances of drug related deaths and alcohol related deaths in the NSCJA area.</p>	<p>Continue at a local level.</p>
<p>11. We will work with Scottish Government Community Justice Division; Community Planning Partnerships and other partners and stakeholders to ensure the smooth and efficient transition of duties and functions to the new structure for Community Justice.</p>	<p>Continue at a local level.</p>
<p>12. We will use flexibility and innovation in the way that we allocate funding whilst keeping a focus on 'What Works' and interventions that have the most impact on reducing reoffending.</p>	<p>Continue at a local level.</p>

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