

**NORTH LANARKSHIRE COMMUNITY JUSTICE OUTCOME  
IMPROVEMENT PLAN**

**2017 - 2020**

*People, Partnerships, Progress*

<b>Version</b>	<b>Author</b>	<b>Date</b>	<b>Narrative</b>
<b>1</b>	<b>Co-ordinator Community Justice Corporate and Community Planning Manager</b>	<b>February 2017</b>	<b>North Lanarkshire Community Justice Outcomes Improvement Plan 2017-2020</b>
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## **1. Introduction**

*“In North Lanarkshire, there is a strong history of organisations working together to service the needs of our residents. As partner organisations we have a responsibility to ensure that the priorities and actions detailed in the Community Justice Outcome Performance Improvement Plan are reflected within the plans and strategies of our own organisations. As partners we are committed to working together and with communities to effectively develop Community Justice to improve the quality of life of residents in North Lanarkshire to prevent and reduce reoffending”.*

Alison Gordon, Chair, North Lanarkshire Community Justice Partnership

*“.....getting communities to understand that people with convictions are just people, who need opportunities to change, to have a future”.*

Person with a conviction

## **2. Background**

Reports published in 2012 by the Commission on Women Offenders and by Audit Scotland highlighted concerns with the current model for addressing offending behaviour in Scotland. The reports highlighted a lack of strategic leadership and accountability in the delivery of services in the community; a cluttered landscape; short-term funding; inconsistent service provision and difficulties in measuring impact, all of which are inhibiting greatly the potential to reduce reoffending. The conclusion REACHED was made that a radical reform of existing systems and working practices was required. Two consultations, undertaken by Scottish Government in 2012 and 2014, identified support for a new model for community justice.

In December 2014, the government published a new model, supported by the Community Justice Scotland Act 2016, which focused on 'Community Justice', whereby justice services would be planned and delivered on a local level to meet local need. A new national body would be established, Community Justice Scotland, to provide leadership and oversight reporting directly to Scottish ministers. In November 2016, the government published the Community Justice National Strategy and Outcome Performance and Improvement Framework.

### **3. National Context**

In November 2016, the Scottish Government launched the National Strategy and Outcome Performance and Improvement Framework for Community Justice in Scotland.

#### **Vision**

Scotland is safer, fairer and more inclusive nation where we:

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

#### **Mission Statement**

It is anticipated that this vision can be achieved by effectively implementing the Scottish Government's plans for penal policy to:

- Deliver a decisive shift in the balance between community and custodial sentences by:
  - Increasing the use of community-based interventions;
  - Reducing the use of short term custodial sentences, and
  - Improve the reintegration from custody to the community.

#### **Priorities**

Extensive consultation with stakeholders has made clear that the Scottish Government's vision and mission will be delivered by prioritising action in the following areas:

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

## Principles

The vision for community justice is underpinned by the following principles:

- People must be held to account for their offences, in a way that recognises the impact on victims of crime and is mindful of risks to the public, while being proportionate and effective in preventing and reducing further offending.
- Re-integrating those who have committed offences into the community, and helping them to realise their potential, will create a safer and fairer society for all.
- Every intervention should maximise opportunities for preventing and reducing offending as early as possible, before problems escalate.
- Community justice outcomes cannot be improved by one stakeholder alone. We must work in partnership to address these complex issues.
- Informed communities who participate in community justice will lead to more effective services and policies with greater legitimacy.
- High quality, person-centred and collaborative services should be available to address the needs of those who have committed offences, their families and victims of crime.

By **community justice** we mean: “the collection of individuals, agencies and services that work together to support, manage and supervise people who have committed offences, from the point of arrest, through prosecution, community disposal or custody and alternatives to these, until they are reintegrated into the community. Local communities and the third sector are a vital part of the process which aims to prevent and reduce further offending and the harm that it causes, to promote desistance, social inclusion and citizenship”.

**The new model for Community Justice**, underpinned by the Community Justice (Scotland) Act 2016, has transformed the community justice landscape to bring a local perspective to community justice. The new model places planning at a local level where decisions can be made by people who know their area best. A legal duty is placed on statutory community justice partners to engage in this planning process and report annually on their progress towards improving community justice outcomes.

**Partnership working** is crucial to improving community justice outcomes and community justice planning partnerships have an important role to play in facilitating this. In addition to the statutory partners, this requires the input of a diverse range of individuals and organisations covering a wide-range of interests, including housing, employability and health and wellbeing.

**Statutory partners**<sup>1</sup> within the Community Justice (Scotland) Act 2016 are defined as being:

- local authorities
- NHS Boards
- chief constable of the Police Service of Scotland
- Scottish Fire and Rescue Service
- Health and Social Care Integration Joint Boards
- Skills Development Scotland
- Scottish Courts and Tribunals Service
- Scottish Ministers in their role as the Scottish Prison Service and Crown Office and Procurator Fiscal Service.

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<sup>1</sup> “The Community Justice (Scotland) Act 2016 does not require statutory partners to carry out their duties in a way that would conflict with existing statutory duties. For example, the role of Scottish Courts and Tribunals Service is carried out to the extent that it does not conflict with its role of supporting the courts, or influence sentencing decisions.”



**The third sector** plays an important role in improving community justice outcomes. They are a source of innovation, responsiveness and flexibility and can provide a meaningful connection to otherwise hard-to-reach service users and communities. The most effective way to improve outcomes for people and communities is by joined up working with the third sector at the planning stage.

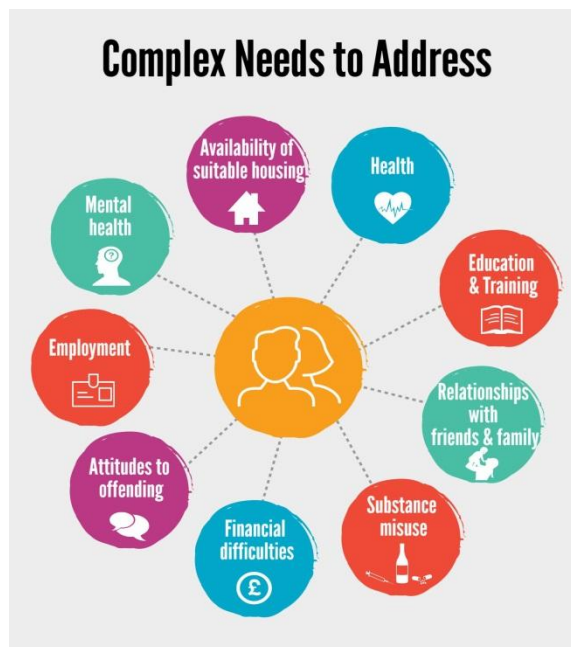
**Community** is at the heart of the new model. Whether challenging stigma, employing people with convictions or participating in community justice planning – improving community justice outcomes will require the involvement and support of local people and businesses. It is vital that this includes victims of crime, people who have committed offences, their families and the community bodies that represent them.

**The national strategy for community justice** will help this broad range of stakeholders to work together. There is a statutory duty on partners to have regard to this strategy which provides a shared vision to help partners and communities work together effectively to improve community justice outcomes, while retaining the flexibility to adapt to local needs and circumstances.

**Continuous improvement** will provide the new model with the flexibility to respond to new issues as they arise. An outcomes, performance and improvement framework has been developed alongside the strategy and will provide partners with opportunities to record and share achievements while identifying learning and innovation to drive improvement, with the assistance of Community Justice Scotland.

**Community Justice Scotland** will provide leadership for the sector, offer opportunities for innovation, learning and development, and provide independent assurance on the delivery of improved outcomes and improvement support where required.

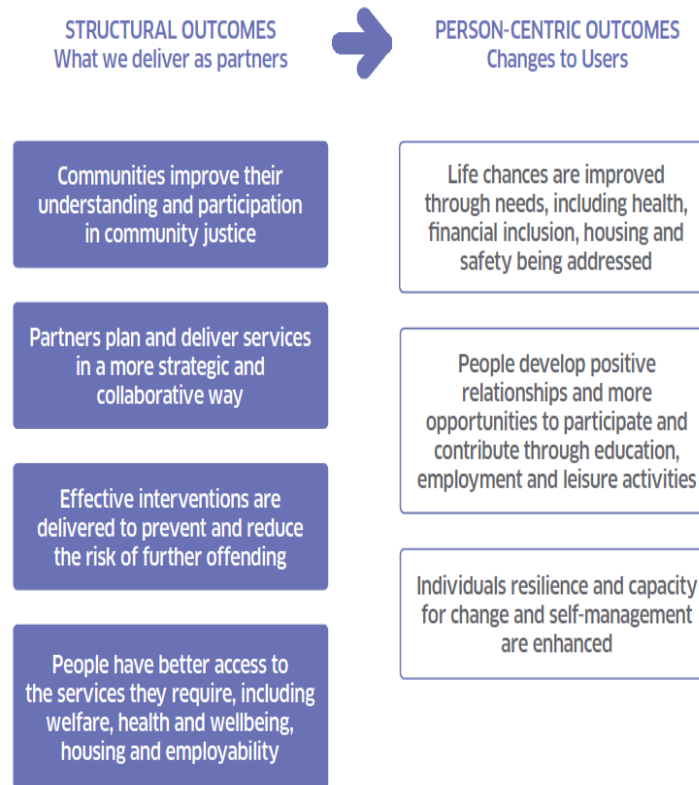
Crucially, the new model for community justice acknowledges that offending is a complex problem, one which creates victims, damages communities and wastes potentials. It also appreciates the well-established links between persistent offending and wider social factors such as poverty, homelessness, addiction and mental illness. Therefore, key to preventing and reducing further offending and promoting desistance is meeting the often complex needs of people who have offended.



*(National Strategy for Community Justice 2016, Scottish Government)*

#### 4. Outcome , Improvement and Performance Framework

Key to the development of the Outcome Performance Improvement Framework has been striking the balance between the responsibility of statutory community justice partners to demonstrate the achievement of outcomes to communities and appropriate lines of accountability, with assurance provided across Scotland by Community Justice Scotland, whilst ensuring that this does not become a major data collection exercise. Key to the framework, are what are described as the common outcomes, four structural and three person-centric outcomes.



## Indicators

Indicators within the framework have been devised to provide opportunities to measure progress in a way that is transparent; linking actions and decisions to analysis of need and what works to meet local need:

**Quantitative:** those which require statistical data and analysis. If something is defined as a common indicator here it must be measured consistently and robustly across local areas. We also need to be clear that some measures will be contextual due to issues of attribution.

**Change and Impact:** affords the opportunity to show activity that has been carried out, what this has meant for the local area, the impact of the activity, the resultant change, user and community views; leading to the sharing of good practice. Undertaking the activity is not an end in itself but a precursor to achieving an improved outcome.

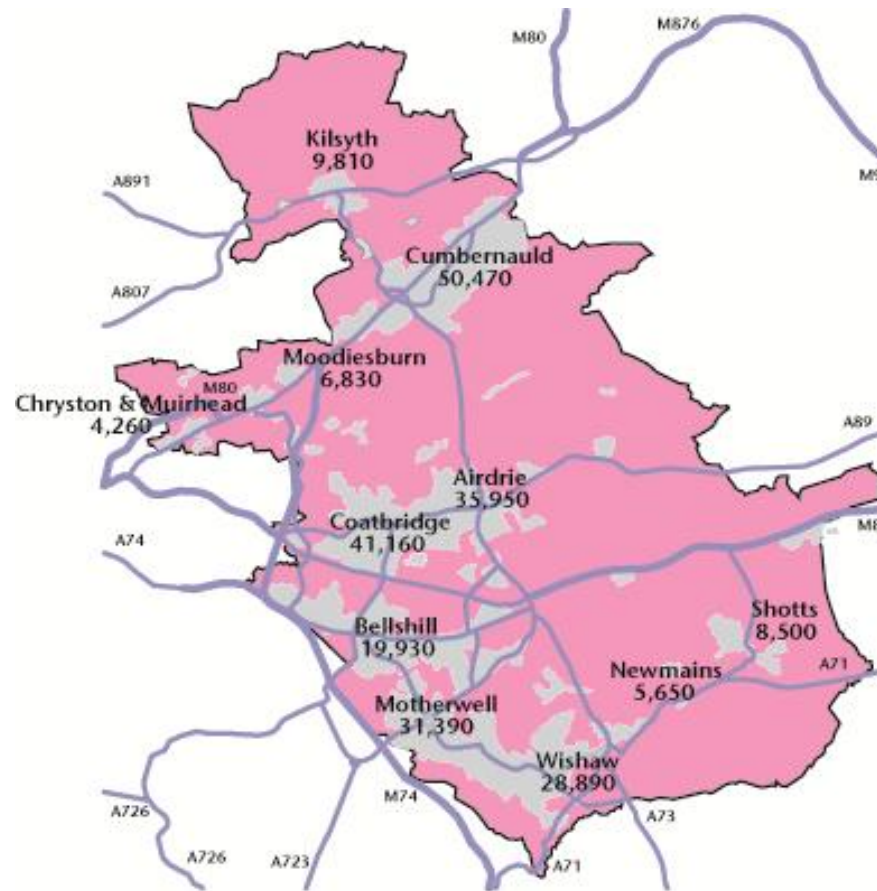
**Contextual information:** contextual drivers, including those of demand, to guide planning rather than direct indicators of performance.

*(Community Justice Outcomes, Performance and Improvement Framework, Scottish Government)*

## 5. Context

### Geography and demography

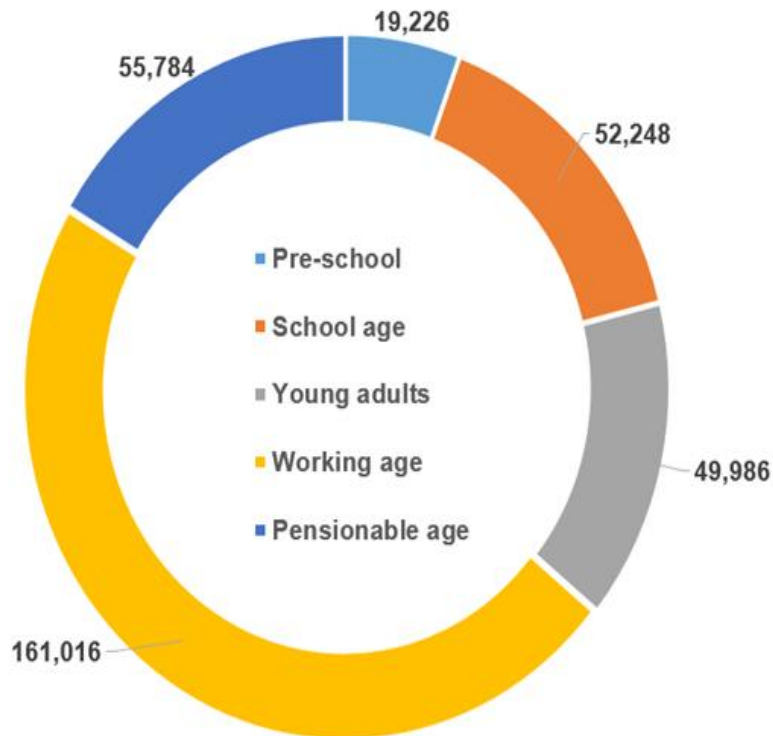
North Lanarkshire Council is the fourth largest local authority in Scotland.



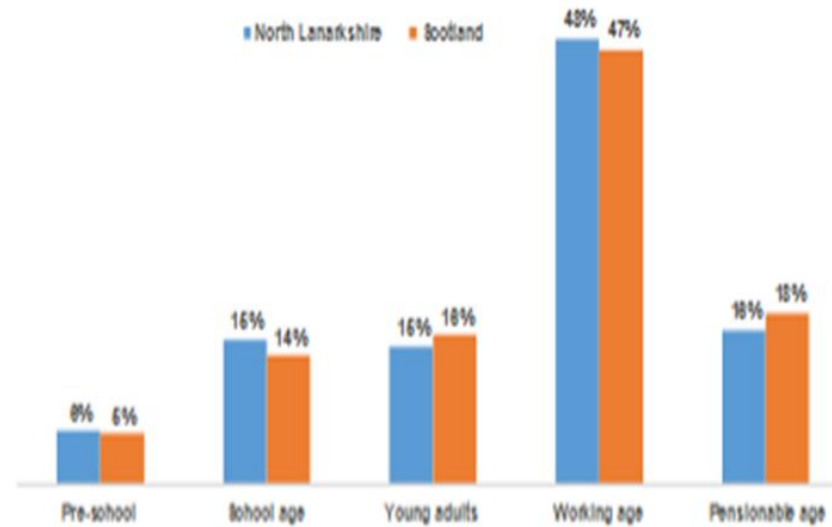
Source: NRS mid-year estimates for localities 2012

# Population

Population split by key age group (nos)



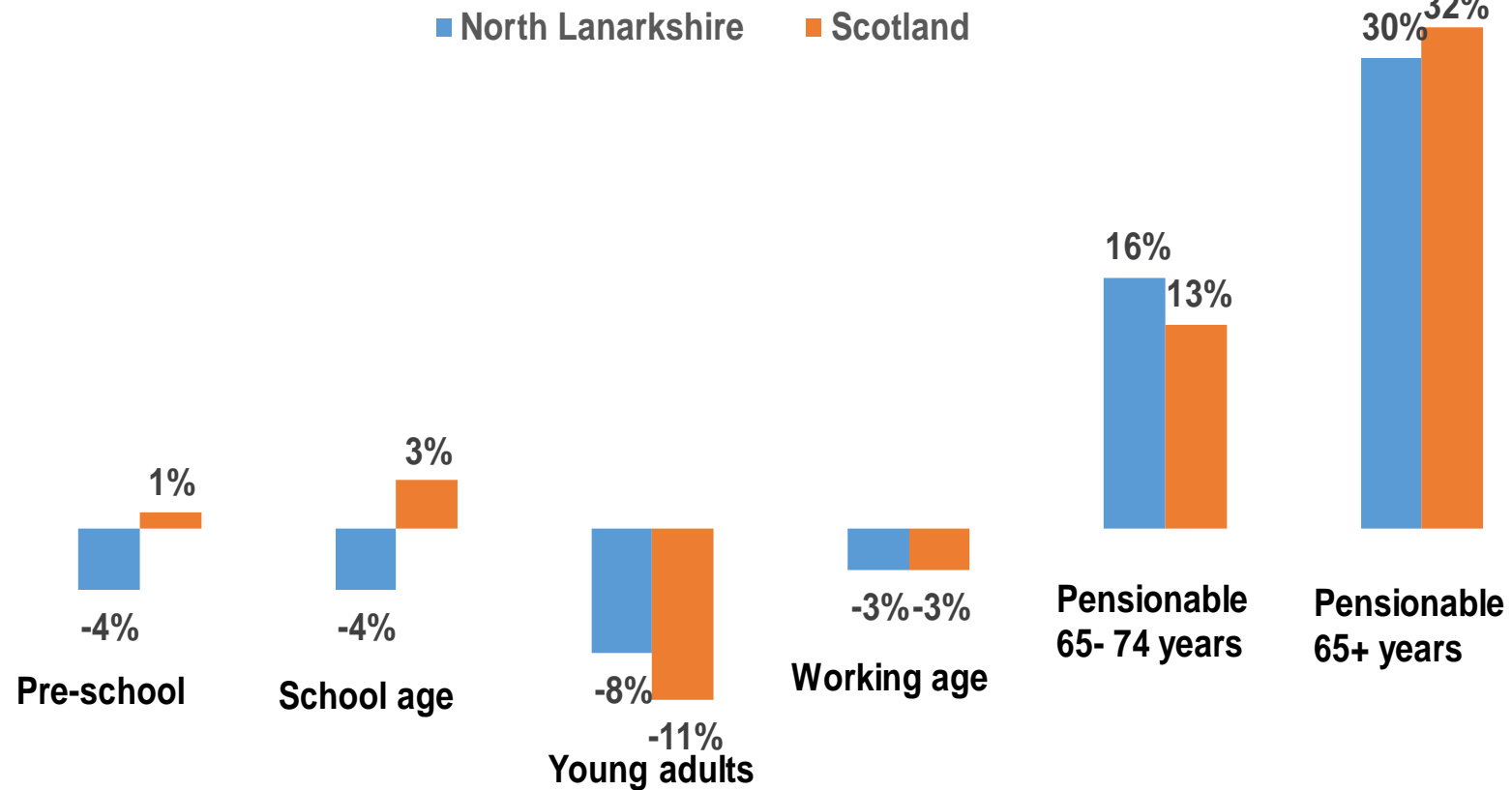
North Lanarkshire compared to Scotland (% share)



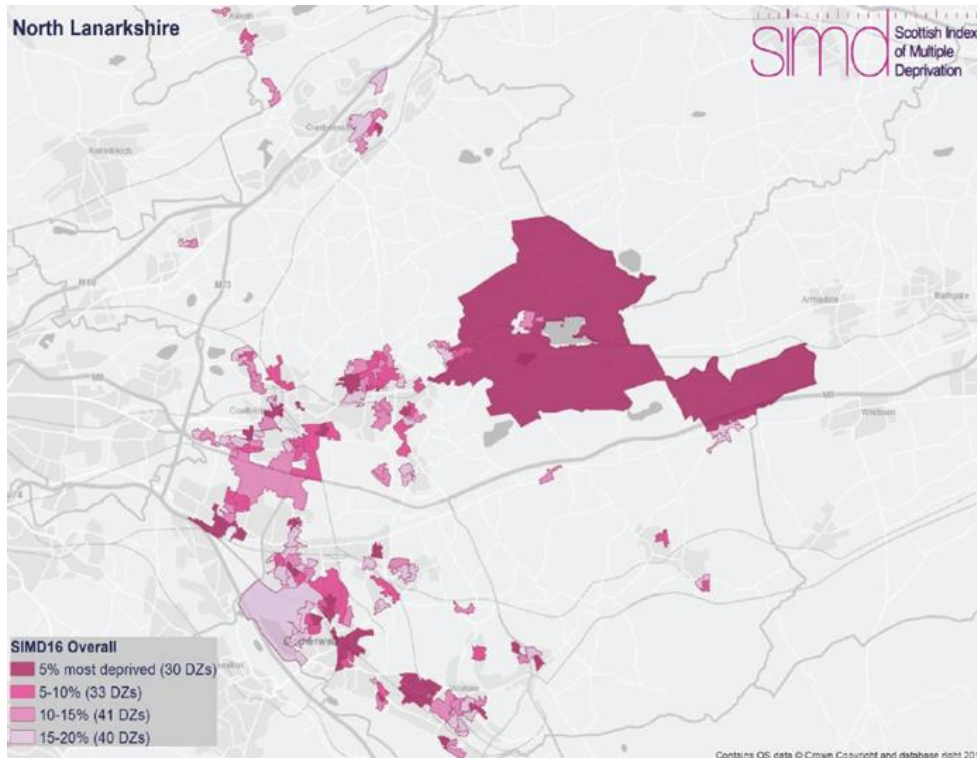
# Population

## Projected population change over the next 10 years

Total population is expected to increase by 1,200 or 0.4%



# Deprivation



## Worst 5% datazones in North Lanarkshire

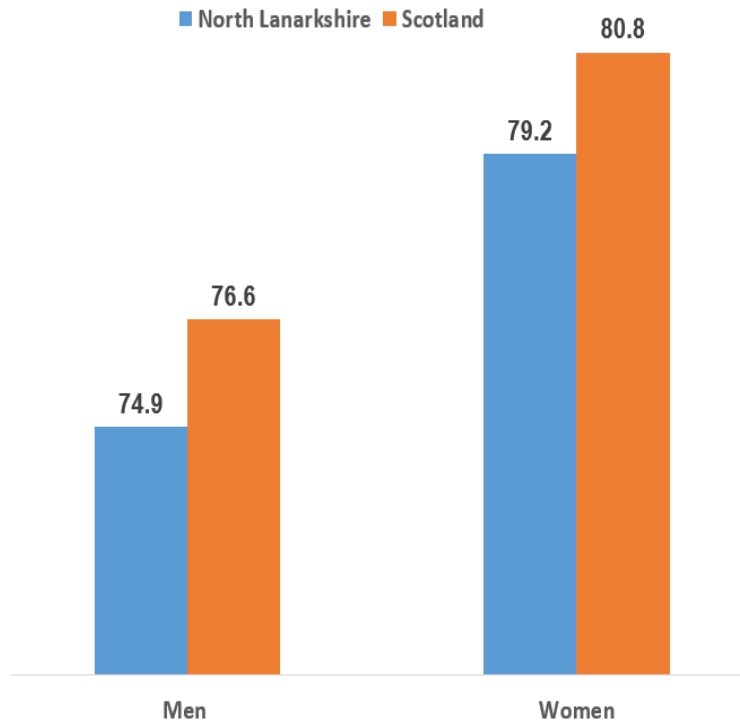
Place	No of Datazones
Wishaw – (Craigneuk, Overtown/Gowkthrapple)	7
Motherwell (Forgewood, Muirhouse, North and South)	6
Airdrie (Thrashbush and Petersburn)	4
Coatbridge (Cliftonville, Greenend/Carnbroe, Dundyvan and West)	4
Bellshill (Orbiston and Central)	2
Viewpark	1
Newmains	2
Holytown	1
Cumbernauld	1

- 4<sup>th</sup> in Scotland in relation to share of worst 5% - Glasgow, Dundee, Inverclyde – 21,505 or 6.4% of population
- 6<sup>th</sup> in Scotland in relation to share of worst 15% - Glasgow, Inverclyde, Dundee, West Dunbartonshire & North Ayrshire
- North Lanarkshire has 2<sup>nd</sup> highest number of datazones falling within worst 15%
- Equates to 74,954 or 22.2% of population
- 52,325 or 15.5% are estimated as income deprived
- 29,585 or 13.6% are estimated as employment deprived

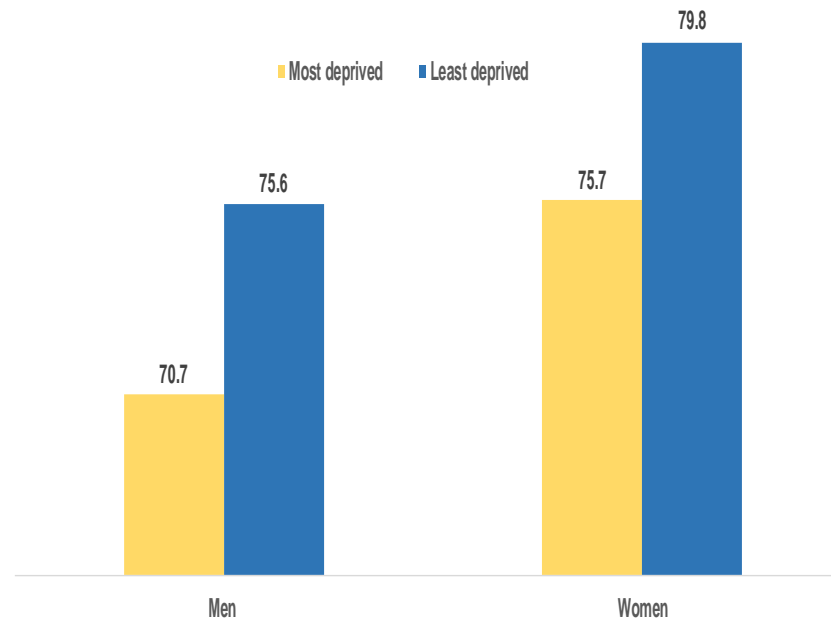


# Life expectancy

## North Lanarkshire v Scotland (years)

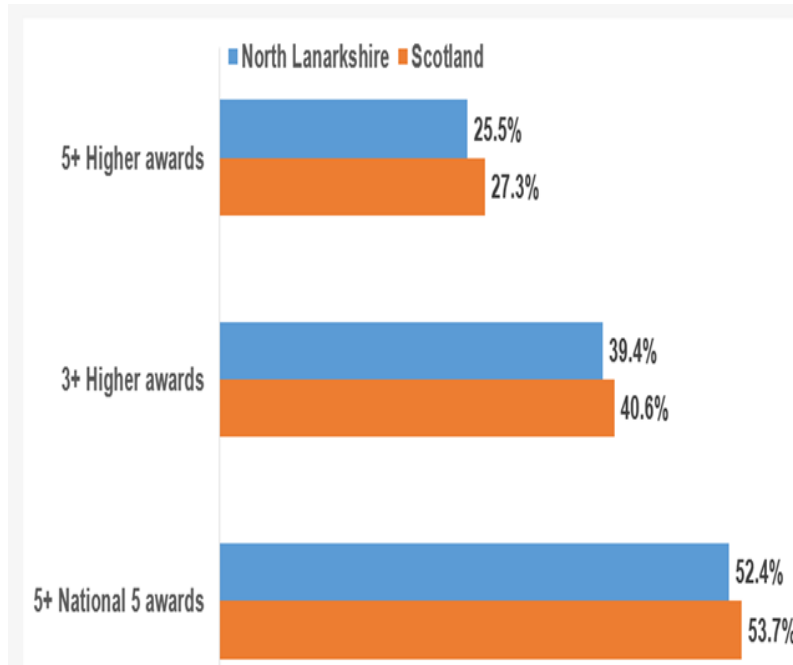


Difference in life expectancy between the most and least deprived areas in North Lanarkshire.

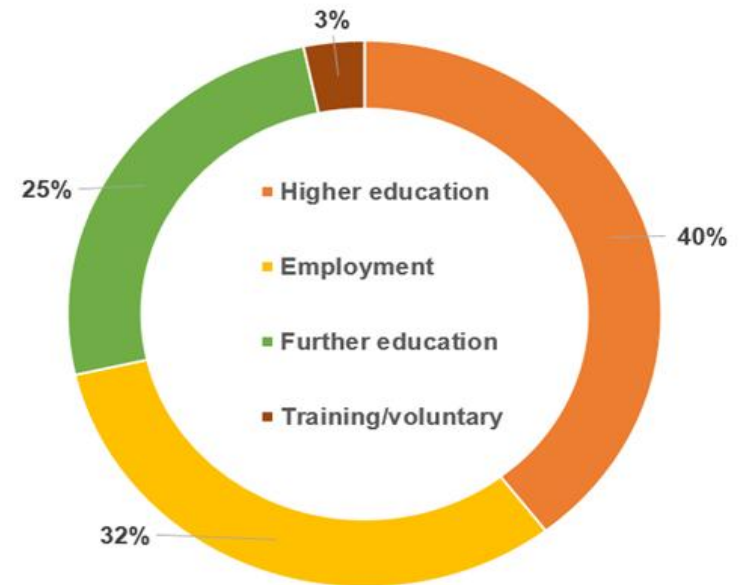


# Education

## School qualification levels



## Positive destination



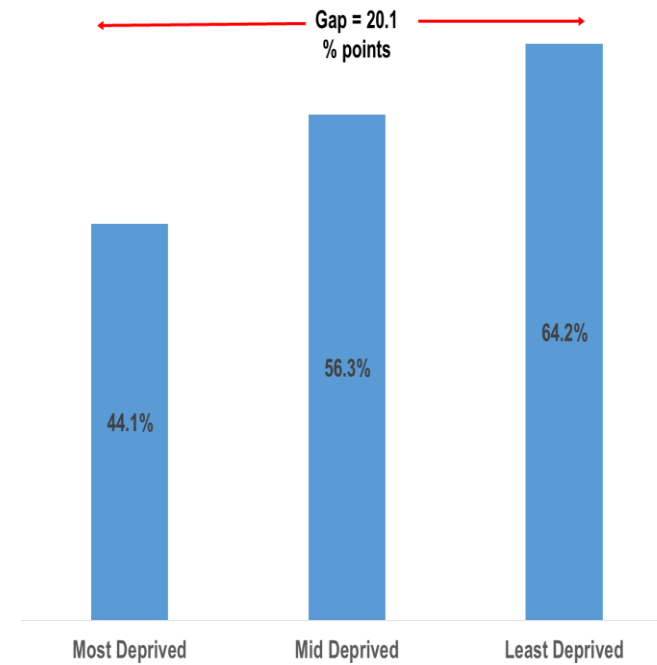
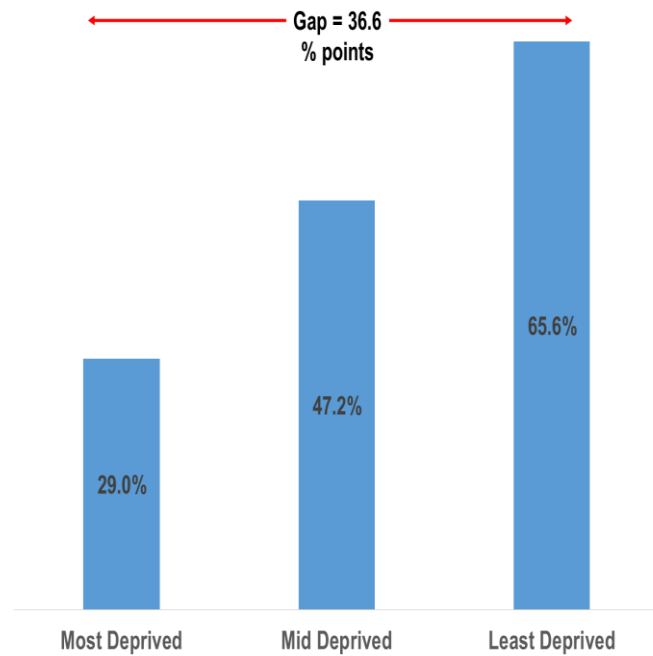
277 or 7.1% of school leavers did not go on to a positive destination 2015/16

# Education

## Poverty related gap in school qualifications in North Lanarkshire

% S4 roll with 5 or more Nat 5 Awards (A-C)

% S5 roll with 3 or more Higher Awards (A-C)



## Key facts: Crime and Criminal Justice in North Lanarkshire

Recorded crime statistics 2015-2016

	North Lanarkshire		Scotland	
	Nos	%	Nos	%
Non-sexual crimes of violence	334	( 2.0)	6,775	( 2.8)
Sexual crimes	405	( 2.5)	10,273	( 4.2)
Crimes of dishonesty	6,762	( 41.6)	115,789	( 47.0)
Fire-raising, vandalism, etc.	4,241	( 26.0)	54,226	( 22.0)
Other crimes	4,522	( 27.5)	59,180	( 24.0)
<b>Total crimes</b>	<b>16,264</b>	<b>(100.0)</b>	<b>246,243</b>	<b>(100.0)</b>
Miscellaneous offences	11,750	( 52.6)	168,896	( 42.0)
Motor vehicle offences	10,579	( 47.4)	170,297	( 50.2)
<b>Total offences</b>	<b>22,329</b>	<b>(100.0)</b>	<b>339,193</b>	<b>(100.0)</b>
<b>Total offences</b>	<b>22,329</b>	<b>( 42.1)</b>	<b>339,193</b>	<b>( 49.8)</b>
<b>Total crimes</b>	<b>16,264</b>	<b>( 57.9)</b>	<b>246,243</b>	<b>(50.2)</b>
<b>Total crimes and offences</b>	<b>38,593</b>	<b>(100.0)</b>	<b>585,436</b>	<b>(100.0)</b>

## Community Payback 2015-16

Local authority area	Number of Orders	Orders per 10,000 population <sup>(1)</sup>	Number of Individuals	Individuals per 10,000 population <sup>(1)</sup>
Scotland	19,410	50.5	16,491	42.9
North Lanarkshire	1,724	71.6	1,383	57.5

Local authority area / community justice area	Total	Gender		Age					
		Males	Females	16-17	18-20	21-25	26-30	31-40	Over 40
Scotland	19,410	16,457	2,953	607	2,272	3,818	3,489	5,057	4,167
North Lanarkshire	1,724	1,480	244	76	209	347	273	466	353

Area	TOTAL	FULL TIME EDUCATION	EMPLOYED/SELF EMPLOYED	UNEMPLOYED	GOVERNMENT SPONSERED TRAINING SCHEME	ECOMNOMICALLY INACTIVE	OTHER
Scotland	19,410	314	4,358	11,477	72	1,873	1,316
North Lanarkshire	1,724	12	148	1,550	0	9	5

AREA	REQUIREMENTS*								
	OFFENDER SUPERVISION	COMPENSATION	UNPAID WORK OR OTHER ACTIVITY	PROGRAMME	RESIDENCE	MENTAL HEALTH TREATMENT	DRUG TREATMENT	ALCOHOL TREATMENT	CONDUCT
SCOTLAND	9,912	591	15,102	1,031	30	43	166	264	1,090
NORTH LANARKSHIRE	947	44	1,328	12	1	2	4	15	157

*\*Individuals can be made subject to more than one requirement.*

## **6. Strategic Planning**

The North Lanarkshire Partnership (NLP) brings together the major public and voluntary sector agencies in the area and has the responsibility for progressing the development and implementation of the Community Plan (Single Outcome Agreement) in North Lanarkshire. The NLP is structured (Appendix 1) in a way that provides direction, makes decisions and considers thematic strategies and cross-cutting issues that affect the partnership as a whole. The partnership is led by a Board made up of senior representatives from the public agencies and representatives of the voluntary sector. The NLP is committed to improving the lives of people within North Lanarkshire, as evidenced by the range of community planning partners who make up the North Lanarkshire Partnership Board. These include New College Lanarkshire, Job Centre Plus, NHS Lanarkshire, North Lanarkshire Council, Health and Social Care North Lanarkshire, Police Scotland, Scottish Fire and Rescue Service, the Voluntary Sector, Scottish Enterprise, Skills Development Scotland and Strathclyde Partnership for Transport. The current North Lanarkshire Community Plan (Single Outcome Agreement) 2013 – 2018 identifies the five themes of Health and Wellbeing, Lifelong Learning, Regeneration, Community Safety and developing the partnership, with cross-cutting themes to ensure positive outcomes for our communities (Appendix 2).

The Community Empowerment (Scotland) Act 2015 reinforces the statutory duty on Community Planning Partnerships (CPP's) and broadens responsibility for supporting and resourcing community planning to all statutory organisations through a set of guiding principles, which resulted in a number of key changes in the planning requirements and approaches to delivering community planning outlined below:

- Strong, shared leadership;
- Governance and accountability;
- Community participation and co-production;
- Understanding of local community needs, circumstances and opportunities;
- Focus on key priorities;
- Tackling inequalities, and
- Resourcing improvement.

The NLP board as the CPP for North Lanarkshire must produce a Local Outcome Improvement Plan (LOIP) by October 2017. The LOIP will replace the Single Outcome Agreement (SOA) and articulate a small number of shared priorities for the partnership targeted to those experiencing the highest levels of inequality. At a locality level, CPP's are required to produce a set of locality plans targeted to populations of inequality, at a maximum of 30,000 people.

The CPP must evidence approaches demonstrating that:

- All statutory partners share responsibility for supporting and resourcing community planning;
- Communities are engaged and empowered to actively participate in decisions from planning to service delivery;
- The partnership focus is on communities of highest inequality and need, and
- Approaches are driven by priorities rather than structures (i.e., structures and groups can change to reflect local priority/need).

Early in 2016 the NLP Board agreed a set of shared strategic priorities to drive the development of the LOIP and focus partnership working in North Lanarkshire. To reflect the new community planning legislation responsibility for progressing priorities has been shared across partner organisations. Underpinned by a commitment to reducing inequalities. The shared priorities are as follows

- Poverty - Police Scotland
- Homelessness - NHS Lanarkshire
- Looked After Children and Young People - North Lanarkshire Council
- Resilient Communities - North Lanarkshire Council

The NLP Officers Group, as the operational support for NLP Board, is made up of senior officers from across the partnership. This group is currently chaired by Scottish Fire and Rescue Service and has been working to:

- Progress initial work and suggest approaches under each of the agreed priorities;
- Draft the Local Outcome Improvement Plan, and
- Develop a resilient community's proposal outlining approaches for local community planning and community engagement building on the existing Local Area Partnership structure.

The new North Lanarkshire Local Outcome Improvement Plan will be in place by October 2017. The key priority areas identified will also be a key focus in the development and delivery of the CJOIP with a specific focus on people with convictions and both will be delivered within the strategic framework for community planning.



## **7. Governance**

In response to the redesign of justice services the Community Justice Steering Group (CJSG) was formed in August 2015 and the current chair of the group is North Lanarkshire's Chief Social Work Officer. The membership (Appendix 3) of the group includes North Lanarkshire Council, Police Scotland, Scottish Fire and Rescue Service, Health and Social Care North Lanarkshire, NHS Lanarkshire, Corporate and Community Planning (NLC), Lanarkshire Alcohol and Drug Partnership, Voluntary Action North Lanarkshire (VANL), Lanarkshire Community Justice Authority (LCJA), Skills Development Scotland, Scottish Prison Service and the Scottish Courts and Tribunals Service. It is anticipated that the membership of the group will evolve further as the partnership develops. The shadow/transitional year began on 1<sup>st</sup> April 2016, the group then became the North Lanarkshire Community Justice Partnership (NLCJP) reporting directly to the NLP Board (Appendix 4).

The ethos which supports the redesign of community justice is to ensure that the identified local statutory partners will be responsible for the delivery of the proposed national strategy at a local level. In North Lanarkshire, it will be the responsibility of the statutory partnerships within the NLCJP to provide strategic leadership and governance to operationally deliver and develop community justice, whilst the role of NLP will be to have strategic oversight. The model adopted, allows for links between the broader community planning themes to be incorporated within community justice and vice versa. It will also enable the use of existing forums, systems and processes to engage with communities and third sector colleagues around community justice and the wider community planning themes and planning partnerships.

All partners within the NLCJP are aware of their responsibility to contribute resources towards the implementation and delivery of community justice outcomes and will be accountable through the group and through reporting to the NLP on these outcomes in line with the Scottish Government National Strategy and Outcome Performance and Improvement Framework for Community Justice. The Scottish Government has committed to provide funding through the transitional period to support the establishment of partnership arrangements to the new model. The North Lanarkshire Community Justice Partnership members believe that this funding requires being ongoing and mainstreamed beyond March 2018, to ensure that there is an independent and co-ordinating role to support and drive activity across the partnership.

The third sector is represented on NLCJP by VANL in their role as the Third Sector Interface, ensuring linkages across all aspects of delivery across North Lanarkshire. Specifically, in addition, there are two third sector endorsed networks that are attached to the NLCJP, facilitated by VANL and the co-ordinator community justice. These networks represent organisations that provide specific services to people with convictions and victims of crime, as well as a broad range of community organisations including faith groups. The networks will provide a forum to facilitate strategic engagement, coordinate the development and delivery of services provided by third sector and operate as a two-way communication and information sharing platform with the NLCJP.

The North Lanarkshire Community Justice Partnership (NLCJP) has the overall responsibility for performance and reporting on the progress of the North Lanarkshire Community Justice Outcome Improvement Plan (NLCJOIP) to the North Lanarkshire Partnership and partners agencies on a regular basis. At meetings of the NLCJP there is dedicated time for reporting, scrutiny, challenge and discussion on the progress in respect of the NLCJOIP to ensure that identified priorities, outcomes and actions are being met.

The NLCJOIP sets the overall planning framework for the delivery actions against the structural and person centred outcomes, as outlined in national guidance for a 3 year period until 2020. Within this framework the NLCJP has an annualised action plan which details how the priority actions outlined for that year will be delivered. Progress on actions will be reported to the partnership at minimum quarterly. In addition there will be an annual review process to review, refresh and reprioritise during the final quarter of each business year. This will then set the priorities for the following year and will form the basis for annual reporting on progress to Community Justice Scotland and the North Lanarkshire Partnership.

## **8. Participation Statement**

The North Lanarkshire Community Justice Partnership is committed to planning and delivering community justice services in a way that meets the needs of individuals and local communities, to prevent and reduce the risk of further offending, which will make North Lanarkshire safer. We believe that we can achieve this through making the appropriate connections with people with convictions, their families, victims, local communities, third sector colleagues and stakeholders to listen and learn from their views and opinions. In return we will be open, transparent and inclusive in how community justice is being implemented within North Lanarkshire. In relation to the specific development of the North Lanarkshire Community Justice Outcome Improvement Plan (CJOIP), the following actions have been taken:

- The North Lanarkshire Community Justice Partnership arrangements having been operating since August 2015, which has facilitated transitional learning from the Lanarkshire Community Justice Authority. The NLCJP currently meets on a six weekly basis.
- The North Lanarkshire Community Justice Partnership (NLCJP) held two workshops in January and March 2016. The purpose of the events was to share understanding of roles, identify potential gaps in service and highlight opportunities for improved partnership working.
- The NLCJP, in response to the high number of incarcerated young men originating from North Lanarkshire, established a sub group to review interventions by partner agencies with a group of young men from birth to present. Two focus groups with the young men took place in HM YOI Polmont, December 2016. An analysis of the findings has been completed and has contributed to actions within the CJOIP.
- Third sector engagement events were held in June 2016 to establish two endorsed networks (Victims and Reducing Re-offending) attached to the NLCJP. The networks will be initially be chaired by Victim Support and SACRO respectively. They have established their own Terms of Reference and will meet on a quarterly basis. These networks have been consulted in relation to ongoing communication and engagement and specifically in relation to the CJOIP.
- A workshop was held in August 2016, with representatives of partnership members and the chairs of the third sector endorsed networks to consider consultation and communication methods.
- The NLCJP commissioned the Frameworks Institute, a Washington based non-profit organisation that specialises in research and engagement with the public on social policy issues, to deliver a workshop in October 2016 to partnership members regarding purposeful community engagement to ensure that we share appropriate and effective messages regarding community justice.

- Three focus groups (two male and one female) with people currently in the justice system took place in September 2016. The purpose of the groups was to listen and learn from individual's experiences of the justice system and their contact with services. It enabled people to share their views of what works to reduce reoffending and how support may be developed. Consultation also took place in relation to the national strategy and outcome and performance improvement framework.
- NLCJP members including VANL, the Third Sector Interface, completed position statements against the Scottish Government's Outcome, Performance and Improvement Framework to establish current service provision, and review/evidence its effectiveness.
- An online public survey ran from December 2016 to February 2017 to seek views regarding community justice from the residents and specific citizen panel of the people of North Lanarkshire, which was supported on partners' social media platforms to encourage participation and yielded 400 returns.
- The community justice needs assessment was informed by the tasks noted above, and the review of available data including statistics, locality profiling/needs assessments and service user feedback. Furthermore, the NLCJP has been able to utilise the experience of and information from Lanarkshire Community Justice Authority.
- In January 2017, a stakeholder event was held, with representation across all sectors and community planning themes including early years, community learning and the two chairs of the endorsed networks who were representing third sector organisations related to reducing reoffending and victim services. The purpose of the event was to review the data that had been collated from all events, develop specific actions in relation to each outcome area and prioritise the way forward in respect of the CJOIP.
- From February to March, the draft CJOIP will be published online for further stakeholder and community consultation, including Community Justice Scotland.

## 9. Priorities

The North Lanarkshire Community Justice Partnership is committed to make progress against all of the outcomes and indicators set out in the Scottish Government Community Justice National Strategy and Outcome, Performance and Improvement Framework. We will, however, at this point focus more on the structural outcomes, as these provide the opportunity to develop the structures that will positively impact on the person centric outcomes. Additionally, in response to findings from the community needs assessment, the NLCJP will develop new collaborations across five key areas:

- Early intervention by support services can often be sufficient to support individuals to address issues in their lives to prevent further offending and involvement in the criminal justice system. The NLCJP will conduct a review of Diversion from Prosecution within North Lanarkshire to understand current practice; criteria for inclusion, criminal behaviour, individual circumstances; systems for recommendation/referrals; links to statutory and third sector services; consider the role of partner organisations and their ability to influence and promote its use, and workforce training/development.
- Domestic abuse in North Lanarkshire is rising. The NLCJP will develop links across current systems to address domestic abuse including MARAC, MATAC and Disclosure Scheme for Domestic Abuse Scotland (DSDAS) to consider the role of community justice in early intervention and prevention, to intervene in the lives of perpetrators of domestic abuse and support victims. In addition, a pilot will be established to operate multi-agency partnership meetings for people attending the criminal justice social work 'Better Lives' perpetrators programme. This will include key personnel e.g. Housing, Criminal Justice Social Work/Children & Families, Police Scotland, Third Sector and NHS, as appropriate, to share information, consider monitoring requirements and agree plans to prevent and reduce the likelihood of further offending and promote victim safety in relation to those perpetrators of domestic abuse who present the most significant risk. Funding is also being pursued to support a third sector organisation to provide partner support whilst men are going through the programme.

- The Challenging Patient Service (CPS) is a GP practice that is a single point of access for people who present particular risk or vulnerability that impacts their ability to use mainstream services. The CPS currently operates once per week in Blantyre and is delivered on a pan Lanarkshire basis. Issues have been highlighted in relation to restrictions around delivery and people not moving back into mainstream services, which has resulted in agreement for a review to be undertaken to determine how best people can be engaged, sustained and supported to access primary care treatment. As people with convictions, both in the community and leaving custody have regularly used the service, the NLCJP is supporting the review and will make available the resources of the partnership, including opportunities for consultation with both service users and third sector colleagues as appropriate.
- There is abundant research available highlighting that people with convictions experience issues in relation to literacy and numeracy, which impact on their ability to manage their lives and gain access to employment. As a component of our community needs assessment, a review of completed Outcome Star Assessments was undertaken that highlighted that the highest level of support people required was support in relation to meaningful use of time. The NLCJP, in partnership with third sector colleagues and community volunteers plans to set up a learning hub, which would act a bridge to mainstream education and employability. Furthermore, using community volunteers will provide an opportunity to promote social inclusion and reintegration. It is envisaged that a third sector organisation would assume lead responsibility for the operational management of the hub, with criminal justice social work providing resources for premises and a referral pathway. It is envisaged that phase two of this development would focus on how the hub could be used to afford people the opportunity to access trade certification leading to employment.
- As highlighted previously, there have been significant concerns about the number of incarcerated young men who originate from North Lanarkshire and therefore, an initial collaboration of the NLCJP was to commission a report to review a group of young men who were incarcerated in HM YOI Polmont. The Lanarkshire Alcohol and Drug partnership provided an analyst to work with the co-ordinator, community justice and partner representatives to consider the pathways through services these young men had taken. The report highlighted a number of commonalities amongst the young men, specifically relating to their childhood experiences. The NLCJP aims to share the contents of the report, across North Lanarkshire to influence understanding and practice across thematic, universal and mainstream service provision and impact on how services respond to and engage with young men.

- Mental health can significantly contribute to factors relating to offending behaviour including relationships, addiction, employability and wellbeing. A recent analysis of 541 first stage Outcome Stars, completed with people subject to CPO's and participating in voluntary throughcare in North Lanarkshire, indicated that 47% experienced significant issues requiring support in relation to emotional and mental health. The overarching aim of the DBI Programme is to provide a framework for improved inter-agency co-ordination, collaboration and co-operation across a wide range of care, settings, interventions and community supports, towards the shared goal of providing a compassionate and effective response to people in distress, making it more likely that they will engage with and stay connected to services or support that may benefit them over time. Lanarkshire has been chosen as the host pilot site for Distress Brief Interventions, which provides a framework for improved inter-agency co-ordination, collaboration and co-operation. The shared goal of the programme is to provide a first level compassionate and effective response, followed by second level support, beginning within 24 hours, for a 14 day maximum period and where necessary, connecting with on-going community supports. The NLCJP is committed to supporting the pilot and providing opportunities for partner organisations to become involved to improve how we support people experiencing distress.

## 10. Structural Outcome One

### **Structural Outcome: 1 (SO1)**

**Communities improve their understanding and participation in community justice.**

#### **Current Activity:**

- North Lanarkshire Enterprise and Housing have a number of partnership protocols and work jointly to meet the specific needs of people in the justice system including MAPPA, MATAAC, DTTO and Justice Throughcare.
- Criminal Justice Social Work (CJSW) is currently piloting a service user questionnaire to gain feedback about experience using services.
- CJSW is launching a quarterly justice newsletter to provide updates of work being undertaken via CPO and service developments.
- MAPPA Lanarkshire publish an Annual Report.
- Scottish Prison Service (SPS) regularly conducts consultations and surveys with service users and their families to contribute to improvement.
- Scottish Fire and Rescue Service (SF&RS) are involved in a number of community engagement forums via community planning. They also deliver safety messages across nurseries, schools and community events, as well as open door events at local stations.
- Health and Social Care North Lanarkshire Integration strategy, informed by community involvement, includes a commitment to work with people with convictions to positively increase their health and wellbeing.
- The Scottish Courts & Tribunal Service (SCTS) has biennial court users' satisfaction surveys, which helps to identify area of improvement for accused, families, victims and witnesses.
- SCTS facilitates visits by secondary schools and work experience placements at courts.
- Skills Development Scotland is holding a number of equality events which include a focus on community justice.
- Police Scotland has been promoting community justice via their social media networks.
- Police Scotland have developed their 'Your View Counts' survey, which gives the public the opportunity to contribute to identifying priorities for policing within the local area.
- VANL acts as the Third Sector Interface between third sector organisations and the local community forums network.
- NLC Enterprise and Housing Resources Local Housing Strategy has been updated and includes a commitment to working with partners in relation to community justice and support for people with convictions.
- HMP Addiewell regularly conducts prisoner surveys and have prisoner ambassadors who provide support to their peers by providing information.
- HMP Addiewell, in conjunction with Families Outside, regularly facilitates events to support and promote family engagement within the prison.



- The CJSW Restorative Justice team have a new bike workshop that was opened in November 2016. Bikes are retrieved from the local recycling centre and refurbished by service users as part of their Community Payback Order. There was a consultation with a local organisation, 'Parent Action for Safe Play' to have refurbished bikes for the young people who use the service. The group has been established for over 15 years with the aim of developing and improving play, youth and sport services for local children and young people. They are run by the local community for the local community. They provide both outdoor and indoor activities within their Youth Development Centre and the surrounding areas. They will receive bikes that will be used for their Adolescent Healthy Lifestyle group, Additional Support Needs group and also for families and young people using them for outings as and when required. The manager has highlighted that this will be a great benefit to the organisation as they received very limited funding and rely on volunteers to maintain the service that they provide. A local primary, St Thomas' in Wishaw have received a number of refurbished bikes that have been used for the schools' Cycling Safety Course. The school had previously been supported by Restorative Justice for the landscaping of their Outdoor Play areas. The children have been regularly using the bikes and one young person received a bicycle for herself due to her family's limited income. The feedback from the head teacher has been extremely positive as she is enthusiastic to promote the health and well being of her pupils.

<b>Structural Outcome: 1 (SO1)</b>				
<b>Communities improve their understanding and participation in community justice.</b>				
<b>Improvement Actions</b>		<b>Lead</b>	<b>Contributing Partners</b>	<b>Timescale</b>
<b>SO1.1</b>	Develop a communication and participation strategy and plan	Police Scotland SF&RS Co-ordinator CJ	NLCJP Endorsed Networks	October 2017
<b>SO1.2</b>	Review and capitalise upon existing engagement mechanisms across the community planning partnership	VANL	NLCJP Endorsed Networks NLP	March 2018
<b>SO1.3</b>	Develop a framework to utilise the lived experience of people with convictions to directly contribute to planning and development of community justice	SPS	CJ SW, Police, Endorsed Networks	March 2019
<b>SO1.4</b>	Develop a framework to utilise the experience of victims of crime to directly contribute to the planning and development of community justice	Police Scotland SF&RS Victim Endorsed Network	NLCJP	March 2019
<b>SO1.5</b>	Engage education and training providers and private business to reduce stigma and perceptions of people with convictions, to increase opportunities for training and employment, and also link with town centre activity	SDS	NLC, External Training Providers, Third Sector	Ongoing
<b>SO1.6</b>	Map 3 <sup>rd</sup> Sector interface with communities to increase understanding and utilise the assets within communities to promote integration of community justice and develop links to North Lanarkshire Community Justice Partnership	VANL	Third Sector Endorsed Networks	September 2018
<b>SO1.7</b>	Development of opportunities for service users and their families, victims, stakeholders and members of the community to contribute to the planning and development of community justice services	Co-ordinator CJ	NLCJP	March 2018
<b>SO1.8</b>	North Lanarkshire Community Justice Partnership partners will include community justice with their local plans	All NLCJP organisations	NLCJP	As plans are reviewed and renewed

<b>Structural Outcome: 1</b>	
<b>Communities improve their understanding and participation in community justice.</b>	
<b>Indicator(s)</b>	
<b>Indicator</b>	<b>Link to improvement actions and measures</b>
Activities carried out to engage with 'communities' as well as other relevant constituencies	<ul style="list-style-type: none"> <li>• <b>SO1.1, SO1.2, SO1.3, SO1.4, SO1.5, SO1.6, SO1.7, SO2.1, SO4.6</b></li> <li>• <b>Public and Stakeholder consultation surveys and events will be undertaken as part of annual review processes</b></li> <li>• <b>Qualitative feedback will also be gathered via the unpaid work community engagement strategy.</b></li> <li>• <b>Feedback from existing mechanisms e.g. local area partnerships</b></li> <li>• <b>Monitoring framework</b></li> </ul>
Consultation with communities as part of community justice planning and service provision	
Participation in community justice, such as co-production and joint delivery	
Level of community awareness of/satisfaction with work undertaken as part of a CPO	
Evidence from questions to be used in local surveys/citizens panels etc.	
Perceptions of the local crime rate	

## **11. Structural Outcome Two**

### **Structural Outcome: 2 (SO2)**

#### **Partners plan and deliver services in a more strategic and collaborative way**

##### **Current Activity:**

- The North Lanarkshire Community Justice Partnership has met on at least six weekly basis since its inception in August 2015.
- The North Lanarkshire Community Justice Endorsed (Victims and Reducing Reoffending) Networks were established in June 2016 to ensure that third sector colleagues are appropriately consulted and engaged as key partners in community justice.
- NLCJP has held five workshop events for partner members to come together with other stakeholders to plan and deliver community justice.
- The North Lanarkshire Women's Community Justice Service illustrates a multi-agency partnership approach to delivering service to women in the justice system including criminal justice social work, housing, health, addiction and financial inclusion. There are also strong links with the Shine PSP Women's Mentoring Service.
- SPS and HMP Addiewell work in partnership with community based third sector and statutory community based colleagues in relation to both operational and strategic development.
- SCTS facilitate Court Liaison Meetings with CJSW, Police Scotland and COPFS.
- SF&RS are involved in all aspects of community planning and are represented across numerous partnerships including Lanarkshire Alcohol and Drug Partnership and Children Services Partnership.
- There are well established MATAAC and MARAC forums in North Lanarkshire to plan and intervene in relation to domestic abuse.
- North Lanarkshire and South Lanarkshire Council fund a housing officer's post in HMP Addiewell to support the transition from custody to community.
- Lanarkshire MAPPA is well established and demonstrates a strategic and collaborative approach to public protection with partner agencies including SPS, NHS, Criminal Justice Social Work and Housing Services. Operationally, both North Lanarkshire Criminal Justice Social Work and Lanarkshire Offender Management Unit, Police Scotland have developed close professional relationships that have enabled them to work together to supervise people in the community.
- During 2015-16 1602 people (aged between 8 and 17) were charged with offences in North Lanarkshire. 58% were dealt with via the EEI process, which includes direct referrals to EEI and police formal warnings.
- SF&RS works in partnership with Criminal Justice Social Work specifically around road traffic offending.
- Lanarkshire Police Scotland and SPS have developed a pilot information sharing project at HM YOI Polmont to target interventions whilst in custody and manage risk upon return to the community.
- Police Scotland in partnership with Victim Support Scotland deliver training to ensure newly trained officers are aware of their responsibilities to victims
- NLC Enterprise and Housing Resources commission third sector organisations to deliver intensive housing support for those in need.

<b>Structural Outcome: 2 (SO2)</b>				
<b>Partners plan and deliver services in a more strategic and collaborative way</b>				
<b>Improvement Actions</b>		<b>Lead</b>	<b>Contributing Partners</b>	<b>Timescale</b>
<b>SO2.1</b>	Share the findings from the 'Pathway of Incarcerated Young Men' study to inform understanding and practice across universal and mainstream service provision	Co-ordinator CJ	NLCJP	March 2018
<b>SO2.2</b>	Apply the use of logic modelling approach to design and evaluate interventions	Co-ordinator CJ	NLCJP	As required
<b>SO2.3</b>	Develop a performance monitoring report to the NLCJP on quarterly basis incorporating organisational KPI's relating to the CJOIP	All Partners	NLCJP	June 2017
<b>SO2.4</b>	Provide data and information, to evaluate and review progress on an annual basis and update the community needs assessment to inform future planning.	All Partners	NLCJP	June 2018
<b>SO2.5</b>	Agree how resources will be leveraged to support the identified priorities within the CJOIP.	NLCJP	Endorsed Networks Other Funders	As required
<b>SO2.6</b>	Agree and implement a strategic approach to commissioning	Co-ordinator CJ	NLCJP	March 2020
<b>SO2.7</b>	Provide data and information to report against agreed self-evaluation continuous improvement framework	NLCJP	Endorsed Networks	June 2018
<b>SO2.8</b>	Develop joint protocols to facilitate local information sharing to support planning, evaluation and learning	Co-ordinator CJ	NLCJP	September 2017
<b>SO2.9</b>	Build upon locality planning and partnerships to address community justice issues across integrated services with a focus on early intervention and prevention	Locality health & social work managers	NLCJP	Ongoing
<b>SO2.10</b>	Develop an annual North Lanarkshire Community Justice Partnership Workforce Conference	Co-ordinator CJ	NLCJP	March 2018
<b>SO2.11</b>	Establish a mechanism which links community justice partnership with the wider public protection agenda	Co-ordinator CJ	NLCJP	June 2017
<b>SO2.12</b>	Produce a joint shared workforce training plan	Co-ordinator CJ	NLCJP	March 2019
<b>SO2.13</b>	Review and improve existing mechanisms for information sharing when a person enters custody	SPS	NLCJP	September 2017

<b>Structural Outcome: 2</b>	
<b>Partners plan and deliver services in a more strategic and collaborative way</b>	
<b>Indicator(s)</b>	
<b>Indicator</b>	<b>Links to improvement actions and measures</b>
Services are planned for and delivered in a strategic and collaborative way	<ul style="list-style-type: none"> <li>• <b>SO2.1, SO2.2, SO2.3, SO2.4, SO2.5, SO2.6, SO2.7, SO2.8, SO2.9, SO2.10, SO2.11, SO2.12, SO2.13</b></li> <li>• <b>Data submissions for annual review and self-evaluation</b></li> <li>• <b>Logic modelling outputs</b></li> <li>• <b>Protocols</b></li> <li>• <b>Locality evidence e.g. plans and minutes of meetings</b></li> </ul>
Partners have leveraged resource for community justice	
Development of community justice workforce to work effectively across organisational/professional/ geographical boundaries	
Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of MAPPAs	

## 12. Structural Outcome Three

### **Structural Outcome: 3 (SO3)**

**People have better access to the services they require, including welfare, health and wellbeing, housing and employability**

#### **Current Activity:**

- **The Lanarkshire Alcohol and Drug Partnership funds the Youth and Community Bridges Projects to support people on a voluntary basis following a period of custody, in partnership with North Lanarkshire Council and HMP Addiewell. The service provides assessment and support prior to leaving custody and whilst transitioning to the community in relation to welfare, health and wellbeing, housing and employability.**
- **Criminal Justice Social Work, in partnership with NHS and the third sector held a 'Health Fayre' for women and men in the justice system with access to stalls from a range of third sector organisations providing services, taster sessions in various sporting activities and information in relation to healthy eating.**
- **NHS Lanarkshire Addiction Psychology Services have delivered training and consultation in relation 'Working with the Effects of Trauma' across North Lanarkshire Council, NHS and non-statutory agencies to improve services ability to appropriately engage people with convictions.**
- **Criminal Justice Social Work offers a financial assessment to all service users subject to statutory supervision to maximise income.**
- **North Lanarkshire Council Enterprise and Housing Resources offer a housing support advisor to all people with convictions upon leaving custody.**
- **North Lanarkshire Enterprise and Housing Resources carry out a prevention and sustainability assessment with service users to identify support needs in the community.**
- **Criminal Justice Social Work funds the Arrest Referral Scheme, which is delivered by SACRO, in partnership with Police Scotland, to provide intervention in relation to substance misuse. As an extension of this service, SACRO have been providing information sessions within HMP Addiewell to ensure those prisoners on remand can be linked into services prior to their return to the community.**
- **SF&RS conduct a large number of Home Fire Safety Visits. One aspect of these visits is to identify and report individuals considered to be at risk or vulnerable to appropriate agencies for support and intervention.**
- **Lanarkshire ADP have established two nursing posts across Lanarkshire aimed specifically at tackling sexual health and wellbeing in the under 25's population.**
- **SPS deliver development activities, including core learning skills, vocational training, interpersonal skills training and employability.**
- **SPS provide a full range of health support services including psychology, GP's and addiction.**

<b>Structural Outcome: 3 (SO3)</b>				
<b>People have better access to the services they require, including welfare, health and wellbeing, housing and employability</b>				
<b>Improvement Actions</b>		<b>Lead</b>	<b>Contributing Partners</b>	<b>Timescales</b>
<b>SO3.1</b>	Develop a learning hub for people with convictions, which will act as a bridge to mainstream learning and employment services	Skills Development Scotland Co-ordinator CJ	CJSW Third sector VANL	March 2018
<b>SO3.2</b>	Develop a pathway for people with convictions to gain trade certification to access employment	Skills Development Scotland Co-ordinator CJ	NLCJP	March 2020
<b>SO3.3</b>	Review existing mechanisms and protocols in relation to mental health services within community justice	NHS Lanarkshire Health & Social Care NL	NLCJP Endorsed Networks	March 2018
<b>SO3.4</b>	Support and provide opportunities within partner organisations for implementation of the distress brief interventions pilot in North Lanarkshire	NHS Lanarkshire Health & Social Care NL	NLCJP	March 2020
<b>SO3.5</b>	Review existing mechanisms and protocols in relation to housing and homelessness services involved in community justice	NLC Enterprise and Housing	NLCJP Endorsed Networks	March 2018
<b>SO3.6</b>	Review existing mechanisms and protocols in relation to drug and alcohol services involved in community justice	NHS Lanarkshire Health & Social Care NL	NLCJP Endorsed Networks	March 2018
<b>SO3.7</b>	Review existing mechanisms and protocols in relation to financial and welfare advice services involved in community justice	NLC Financial Inclusion	NLCJP Endorsed Networks	March 2018



<b>Structural Outcome: 3</b>	
<b>People have better access to the services they require, including welfare, health and wellbeing, housing and employability</b>	
<b>Indicator(s)</b>	
<b>Indicator</b>	<b>Links to improvement actions and measures</b>
Partners have identified and are overcoming structural barriers for people accessing services	<ul style="list-style-type: none"> <li>• <b>SO3.1, SO.3.2, SO3.3, SO3.4, SO3.5, SO3.6</b></li> <li>• <b>Qualitative data sources will be used</b></li> <li>• <b>NHS Heat Targets</b></li> <li>• <b>Alcohol Brief Interventions</b></li> <li>• <b>Case File Audit</b></li> <li>• <b>monitoring framework</b></li> </ul>
Existence of joint-working arrangements such as processes/protocols to ensure access to services to address underlying needs	
Initiatives to facilitate access to services	
Speed of access to mental health services	
Speed of access to drug and alcohol services	
% of people released from a custodial sentence: Registered with a GP; Have suitable accommodation; Have had a benefits eligibility check	

### **13. Structural Outcome Four**

#### **Structural Outcome: 4 (SO4)**

**Effective interventions are delivered to prevent and reduce the risk of further offending**

#### **Current Activity:**

- **CJSW assess individuals, at reporting writing stages and during case management, to identify the areas in an individual's life that have contributed to their offending behaviour and require intervention. LSCMI is the nationally accredited tool to determine the level of risk that someone presents.**
- **CJSW in partnership with Lanarkshire ADP, have carried out extensive workforce training to social workers, justice support workers and assistants in Outcome Star, which is a tool which supports professionals and individuals to identify areas of need and the measurement of change. Each person who has contact with CJSW has the opportunity to directly participate in their assessment of need by using the tool to establish a baseline in relation to areas such as housing, health employability etc. Following interventions being provided, the exercise is repeated, which provides a tangible format to allow people to see progress and the benefits of change.**
- **CJSW offer all individuals subject to a Community Payback Order without a statutory supervision requirement the opportunity to complete an Outcome Star, which offers an opportunity for interventions to be identified to support desistance.**
- **CJSW deliver a range of interventions to reduce the risk of further offending, as the single agency that intervenes with individuals at both ends of the justice system. Programmes include Moving Forward, Making Changes, which is a government accredited programme for people who have sexually offended. CJSW has also recently commissioned a perpetrators programme for domestic abuse that is soon to be piloted.**
- **SPS deliver a wide range of interventions and programmes for people with convictions to address offending behaviour and equip individuals with life skills to prepare for release.**
- **SF&RS has delivered its FireReach Programme since 2006. The programme is targeted at young people, who are considered vulnerable either within the community or from exclusion from mainstream education. The programme provides an opportunity for individuals to develop a range of skills including team work and problem solving and includes work experience within local stations.**
- **SF&RS deliver the Firesetter Intervention Programme which focuses on potential youth offenders who receive counselling, mentoring and support from experienced and trained fire officers. It is an early intervention and prevention programme to prevent and reduce the likelihood of offending.**
- **Police Scotland in partnership with Street Soccer NL engage young people in healthy activities, which has seen a year on year reduction in anti-social behaviour where sessions have been held.**

- **As a component of unpaid work, people attend the CPO ‘Rolling Programme’ that is designed to engage people with support services including financial inclusion, NHS Keep well and employability. It also includes sessions on victim issues and skills for desistence.**
- **Third Sector colleagues in both endorsed networks have recently completed service profiles on the interventions they provide. Within North Lanarkshire a wide range of third sector colleagues are providing services including; SACRO, Venture Trust, Circle, Victim Support, Wellbeing Scotland, Families Outside, Prison Fellowship Scotland, YMCA, Moira Anderson Foundation, Child Poverty Action Group, Shelter, AMIS, Citizens Advice, SAMH, Petal, FFAM and Women’s Aid.**

<b>Structural Outcome: 4 (SO4)</b>				
<b>Effective interventions are delivered to prevent and reduce the risk of further offending</b>				
<b>Improvement Actions</b>		<b>Lead Partner</b>	<b>Contributing Partners</b>	<b>Timescales</b>
SO4.1	Interventions are provided that relate to the offending types within the local area to improve community safety	CJSW Police Scotland	NLCJP	As required (contextual)
SO4.2	Review existing practice and develop collaborative approaches to effective interventions for domestic abuse	CJSW Co-ordinator CJ	Police Scotland NLC Enterprise and Housing Resources Endorsed Networks Children's Service Partnership Lead Officers Public Protection	March 2018
SO4.3	Develop mechanisms to share learning and best practice in relation to effective interventions	Co-ordinator CJ	NLCJP	September 2018
SO4.4	Identify, target and inform key professionals and organisations in relation to current interventions and opportunities to signpost individuals to appropriate services to prevent and reduce the risk of reoffending	Co-ordinator CJ All partners	NLCJP	Ongoing
SO4.5	Review and improve referral to mainstream support services at key transition points including exit from statutory orders/custody and remand	SPS Co-ordinator CJ	NLCJP	March 2019
SO4.6	Develop interventions which recognise family needs/ roles and contribution to support people with convictions	CJSW Third Sector	NLCJP Endorsed Networks	March 2020

<b>Structural Outcome: 4</b>	
<b>Effective interventions are delivered to prevent and reduce the risk of further offending</b>	
<b>Indicator(s)</b>	
<b>Indicator</b>	<b>Links to Improvement Actions and Measures</b>
Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending	<ul style="list-style-type: none"> <li>• <b>SO4.1, SO4.2, SO4.3, SO4.4, SO4.5, SO4.6, SO1.1, SO1.2</b></li> <li>• <b>Lead Officer Group Public Protection</b></li> <li>• <b>Monitoring Framework</b></li> <li>• <b>Mechanisms for shared learning</b></li> <li>• <b>Case file audits</b></li> </ul>
Use of "other activities requirement" in Community Payback Orders (CPOs)	
Effective risk management for public protection	
Quality of CPOs and DTTOs	
Reduced use of custodial sentences and remand	
Balance between community sentences relative to short custodial sentences under 1 year	
Proportion of people appearing from custody who are remanded	
The delivery of interventions targeted at problem drug and alcohol use	
Numbers of police recorded warnings	
Numbers of police diversion	
Numbers of fiscal measures	
Numbers of fiscal diversion	
Numbers of supervised bail	
Numbers of community sentences (including CPOs, DTTOs and RLOs)	
Number of short-term sentences under 1 year	

## 14. Person-centric Outcome One

### Person centric outcome 1 (PCO1)

Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed

#### Case Study

1. Ms A is a 30 year old woman who appeared at court following being convicted of a second drink driving offence. She has no other types of offending behaviour. Ms A was made the subject of a Community Payback Order with a requirement that she carry out 150 hours of unpaid work. An individual placement was sourced for Ms A that was supportive of her family commitments and provided an opportunity for her to pay back directly within her local community within a local healthy living centre, offering food and organised leisure activities for older people. Ms A in partnership with her allocated worker completed an Outcome Star to identify areas of her life that would benefit from intervention. Areas highlighted were mental health, addiction, debt and use of time. As well as Ms A completing her unpaid work it was agreed that a package of support was required to reduce the likelihood of further offending. She was referred to Circle Outreach Team, who provided an addiction counsellor and a family worker. Ms A was also given financial advice to resolve some debt issues that enabled her to rejoin the local gym. Aside from one relapse, Ms A has been abstinent from alcohol during her order, which she is just about to complete. The manager at her individual placement has valued the contribution she has made within the centre to the older people, resulting in her offering ongoing volunteering training opportunities. Ms A continues to engage with services and her mental health has significantly improved.
2. Mr L is a 22 year old man who was arrested for disorder offence following a night out with a group of friends and was referred to CJSW via Diversion from Prosecution. Mr L came from a supportive family background and was in full time employment. Initially, he felt that the incident was isolated and that he had no concerns how he conducted his life. The allocated worker, in partnership with Mr L completed an Outcome Star, which provided an opportunity for Mr L to further explore areas in his life. Through the assessment process, Mr L was able to recognise that he binge drinks alcohol and that a lot of his spending and leisure time was based around alcohol. Further, Mr L was able to identify that whilst significantly under the influence of alcohol he would often make risky decisions that could potentially make him likely to reoffend in the future and that it was causing him to borrow money. Mr L undertook individual work that focussed around safe and appropriate use of alcohol, consequential thinking and purposeful use of leisure time. At the end of the diversion period, Mr L commented that he had never recognised any of his behaviours to have been problematic and would have continued with his lifestyle.

<b>Person centric outcome 1 (PCO1)</b>				
<b>Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed</b>				
<b>Improvement Actions</b>		<b>Lead Partner</b>	<b>Contributing Partners</b>	<b>Timescales</b>
<b>PCO1.1</b>	People with convictions actively participate in the assessment of their needs	CJSW	All other partners	April 2017
<b>PCO1.2</b>	People with convictions have reduced levels of need in relation to learning and employability	Skills Development Scotland Co-ordinator CJ	CJSW Third sector VANL	March 2018
<b>PCO1.3</b>	Improve access to and responsiveness of mental health services for people with convictions	NHS Lanarkshire Health and Social Care North Lanarkshire	NLCJP Endorsed Networks	September 2018
<b>PCO1.4</b>	Improve access to and responsiveness of housing and homeless services for people with convictions	NLC Enterprise and Housing Resources	NLCJP Endorsed Networks	September 2018
<b>PCO1.5</b>	Improve access to and responsiveness of drug and alcohol for people with convictions	Lanarkshire Drug and Alcohol Partnership	NLCJP Endorsed Networks	September 2018
<b>PCO1.6</b>	Improve access to and responsiveness of financial and welfare advice services for people with convictions	NLC Financial Inclusion	NLCJP Endorsed Networks	September 2018

<b>Person centric outcome 1</b> <b>Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed</b>	
<b>Indicator(s)</b>	
<b>Indicator</b>	<b>Links to improvement actions and measures</b>
Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed Individual have made progress against the outcome	<ul style="list-style-type: none"> <li>• <b>PCO1.1, PCO1.2, PCO1.3, PCO1.4, PCO1.5, PCO1.6, SO3.3., SO3.4, SO3.5, SO3.6, SO4.5, SO1.5</b></li> <li>• <b>Monitoring Framework</b></li> <li>• <b>Qualitative Measures</b></li> <li>• <b>Focus groups</b></li> <li>• <b>Service User Feedback</b></li> <li>• <b>Outcome Star</b></li> <li>• <b>LSCMI</b></li> </ul>



## 15. Person-centric Outcome Two

### Person centric outcome 2

People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities

#### Case Study:

1. Martin was serving a 2 year custodial sentence at Polmont YOI when he was referred to the Youth Bridges Project. After initial meeting with worker Martin agreed for support on a voluntary basis and signed up by completing relevant paperwork. Martin agreed to complete offence focus work and completed the Drink /Drug Related Offenders Programme ( DROP) with his youth bridges worker while serving his sentence and engaged well throughout. Whilst in custody, Martin engaged with Passport to Industry to look at training and employment opportunities on his release. He was released on a home detention curfew (HDC) four months before his earliest date of liberation and upon release stayed in the family home with his parents. On his release he received support from Youth Bridges to make claim for benefits and support from Passport to gain employment. After being released to the community for about 1 month Martin secured a job as a sales adviser in Glasgow and was also granted a place on a Sports Coaching ( HND) course at a college to start in the new term. Martin completed his HDC with no difficulties and has now been employed for 6 months full time with a choice of staying part time in his job and attending college full time in the next term, there has been no further offending and Martin is on no statutory order by the social work department.
2. Brian was referred to Youth Bridges Project while serving an 18 months custodial sentence at Polmont YOI. After meeting with worker Brian agreed for voluntary support from Youth Bridges and completed relevant paperwork. Brian agreed to complete offence focus work with his YB worker while in custody and completed Anger Management Programme over a number of weeks while serving his sentence and engaged well throughout. While in custody Brian also engaged with Passport to Industry to look at employment and training opportunities and met with their worker on a regular basis. Brian was released from his sentence 3 months early on a Home Detention Curfew (HDC) which pleased Brian as he was able to be at the birth of his baby daughter. Brian stayed with his partner and young child on his release and completed his HDC without any complications and is not subject to any social work statutory order. While engaging with Passport To Industry, Brian attended a jobs fair at Celtic Park in conjunction with Community Jobs Scotland and was successful in gaining a job as a labourer with a building firm, he is still working with this firm and has been for the past 3 months. Brian is still living with his partner and daughter and has no new offences and is hoping to pay for a family holiday in the Summer.

<b>Person centric outcome 2 (PCO2)</b>				
<b>People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities</b>				
<b>Improvement Actions</b>		<b>Lead Partner</b>	<b>Contributing Partners</b>	<b>Timescales</b>
<b>PCO2.1</b>	Consider the use of arts and creative opportunities for people with convictions to widen their experience and potentially develop positive relationships which support desistance	Co-ordinator CJ All Partners	Third Sector NLCJP	March 2020
<b>PCO2.2</b>	Develop mechanisms for people with convictions to volunteer within their community to enhance personal skills and support reintegration	VANL	NLCJP	September 2018
<b>PCO2.3</b>	Develop a mentoring skills programme for people with convictions to provide peer support from their lived experience	Third Sector	NLCJP	March 2020
<b>PCO2.4</b>	Identify and map out local faith-based communities to provide spiritual assistance	VANL	NLCJP	March 2019
<b>PCO2.5</b>	Families of people with convictions are provided with information and support to appropriately be involved in community justice	Reducing Reoffending Endorsed Network	NLCJP	March 2018

<b>Person centric outcome 2</b>	
<b>People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities</b>	
<b>Indicator(s)</b>	
<b>Indicator</b>	<b>Links to improvement actions and measures</b>
People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities Individual have made progress against the outcome	<ul style="list-style-type: none"> <li>• <b>PPCO2.1, PCO2.2, PCO2.3, PCO2.4, PCO2.5, SO1.6, SO3.1, SO3.2,</b></li> <li>• <b>Monitoring Framework</b></li> <li>• <b>Qualitative measures</b></li> <li>• <b>Focus Groups</b></li> <li>• <b>Service User Feedback</b></li> </ul>

## **16. Person-centric Outcome Three**

### **Person centric outcome 3 (PCO3)**

#### **Individual's resilience and capacity for change and self-management are enhanced**

- 1. The STOP (Sacro Tackling Offending Prejudices) programme has been rolled out by Sacro with a view to tackling first time and low to moderate level Hate Crime offending in Glasgow and Lanarkshire, with hugely positive impacts and outcomes reported during 2015-16. The main strand of STOP involves provision of a Diversion from Prosecution Programme, suitability for which is decided by the Procurator Fiscal and / or Early Effective Intervention Team. The service can also be of assistance to Sheriffs as a disposal option and Social Work departments to assist with Community Payback Orders (CPO) for Hate Crime offenders. The bespoke programme comprises of either a four or six module package, which can be completed within a group environment or on a one-to-one basis. STOP is designed to specifically target the root cause of Hate Crime attitudes and behaviours by challenging participants to reflect upon and change often lifelong and entrenched beliefs. Participants are encouraged to re-evaluate their principles, scrutinise their behaviour and ultimately take responsibility for the harm they have done. One young participant said: "I was willing to take part in the service for a better understanding of why I was charged with the offence when I believed I did nothing wrong. It has now made me aware of the issues I could have caused to others. Under no circumstances have I the right to judge anyone or anything because of their beliefs."**
  
- 2. Circle is a Scottish Charity that provides intensive family support services across Central Scotland in some of the most deprived communities to families with children who find it difficult to engage with mainstream services or who mainstream services have failed to engage or work effectively with. Circle provides a range of early years and family support services that promote children's healthy development and potential. Integral to Circle's work is a solution focussed and strengths based approach which considers the needs and views of all family members with the strengths in the family identified and built on. Circle provides services across Central Scotland and are currently focussed on;**
  - Work to improve opportunities for vulnerable families**
  - Families with children experiencing neglect, physical, emotional and or sexual abuse**
  - Children affected by parental imprisonment**
  - Children affected by parental drug and alcohol use**
  - Fathers in their role as parents**
  - Young people at risk from their own substance use**

**3. Health and Social Care North Lanarkshire Integrated Addiction Services in partnership with Lanarkshire ADP, have been working to support some of the more vulnerable families within our area who have been affected by substance misuse. The Strengthening Families Programme is designed to prevent young people from misusing alcohol and drugs by strengthening protective factors and reducing key risk factors associated with substance misuse. The programme addresses three broad areas: family functioning, including communication between parents and children; strengthening parental skills; and helping young people to develop new skills in relation to resisting peer pressure, stress management, and goal setting. The programme seeks to achieve changes in these areas both as important outcomes in their own right, but also because they are protective factors that can help prevent young people engaging in substance misuse. Transport is provided to and from the group, as well as a crèche and family buffet supper. To date, 89 families have completed the programme. In partnership with Phoenix Futures, families complete the Family Outcome Star, findings show that the areas of most improvement are social networks, promoting good health and setting boundaries, which were the areas where previously families had been struggling most. Young people who have been through the programme have won awards in school for the first time in their lives, been nominated by their peers as most improved student and developed the confidence to take structured leisure activities.**

<b>Person centric outcome 3 (PCO3)</b>				
<b>Individual's resilience and capacity for change and self-management are enhanced</b>				
<b>Improvement Actions</b>		<b>Lead Partner</b>	<b>Contributing Partners</b>	<b>Timescales</b>
<b>PCO3.1</b>	Structured interventions are provided, specific to the needs of people with convictions, to gain insight to their behaviour, develop new skills and build resilience to prevent and reduce the risk of offending	All Partners	NLCJP Endorsed Networks	Ongoing (Contextual)
<b>PCO3.2</b>	People with convictions feel more socially included and valued within their community	All partners	NLCJP Endorsed Networks	Ongoing (Contextual)

<b>Person centric outcome 3</b>	
<b>Individual's resilience and capacity for change and self-management are enhanced</b>	
<b>Indicator(s)</b>	
<b>Indicator</b>	<b>Links to improvement actions and measures</b>
Individual's resilience and capacity for change and self-management are enhanced Individual have made progress against the outcome	<ul style="list-style-type: none"> <li>• PCO3.1, PCO3.2, SO4.1, SO4.2</li> <li>• Qualitative measures</li> <li>• Outcome Star</li> <li>• LSCMI</li> <li>• Focus Groups</li> <li>• Service user feedback</li> </ul>

### 17. Outcome Improvement Action Plan

OUTCOME	IMPROVEMENT ACTIONS	LEAD	TIMESCALE
PCO3.1	Structures interventions are provided, specific to the needs of individuals to gain insight to their behaviour, develop new skills and build resilience to prevent and reduce the risk of offending	All Partners	Ongoing (contextual)
PCO3.2	People with convictions feel more socially included and valued within their community	All Partners	Ongoing (contextual)
SO4.4	Identify, target and inform key professionals and organisations in relation to current interventions and opportunities to signpost individuals to appropriate service to prevent and reduce the risk of reoffending	Co-ordinator CJ All Partners	Ongoing
SO2.9	Build upon locality planning and partnerships to address community justice issues across integrated services with a focus on early intervention and prevention	Locality health & social work managers	Ongoing
SO1.5	Engage education and training providers and private business to reduce stigma and perceptions of people with convictions to increase opportunities for training and employment, and also link with town centre activity	SDS	Ongoing
SO4.1	Interventions are provided that relate to the offending types within the local area to improve community safety	CJSW Police Scotland	As required (contextual)
SO1.8	North Lanarkshire Community Justice Partnership partners will include community justice with their local plans	All Partners	As plans are reviewed and renewed
SO2.5	Agree how resources will be leveraged to support the identified priorities within the CJOIP	NLCJP	As required
SO2.2	Apply the use of logic modelling approach to design and evaluate services	Co-ordinator CJ	As required
PCO1.1	People with convictions actively participate in the assessment of their needs	CJSW	April 2017
SO2.3	Develop a performance monitoring report to the NLCJP on quarterly basis incorporating organisational KPI's relating to the CJOIP.	All partners	June 2017
SO2.11	Establish a mechanism which links community justice partnership with the wider public protection agenda.	Co-ordinator CJ	June 2017



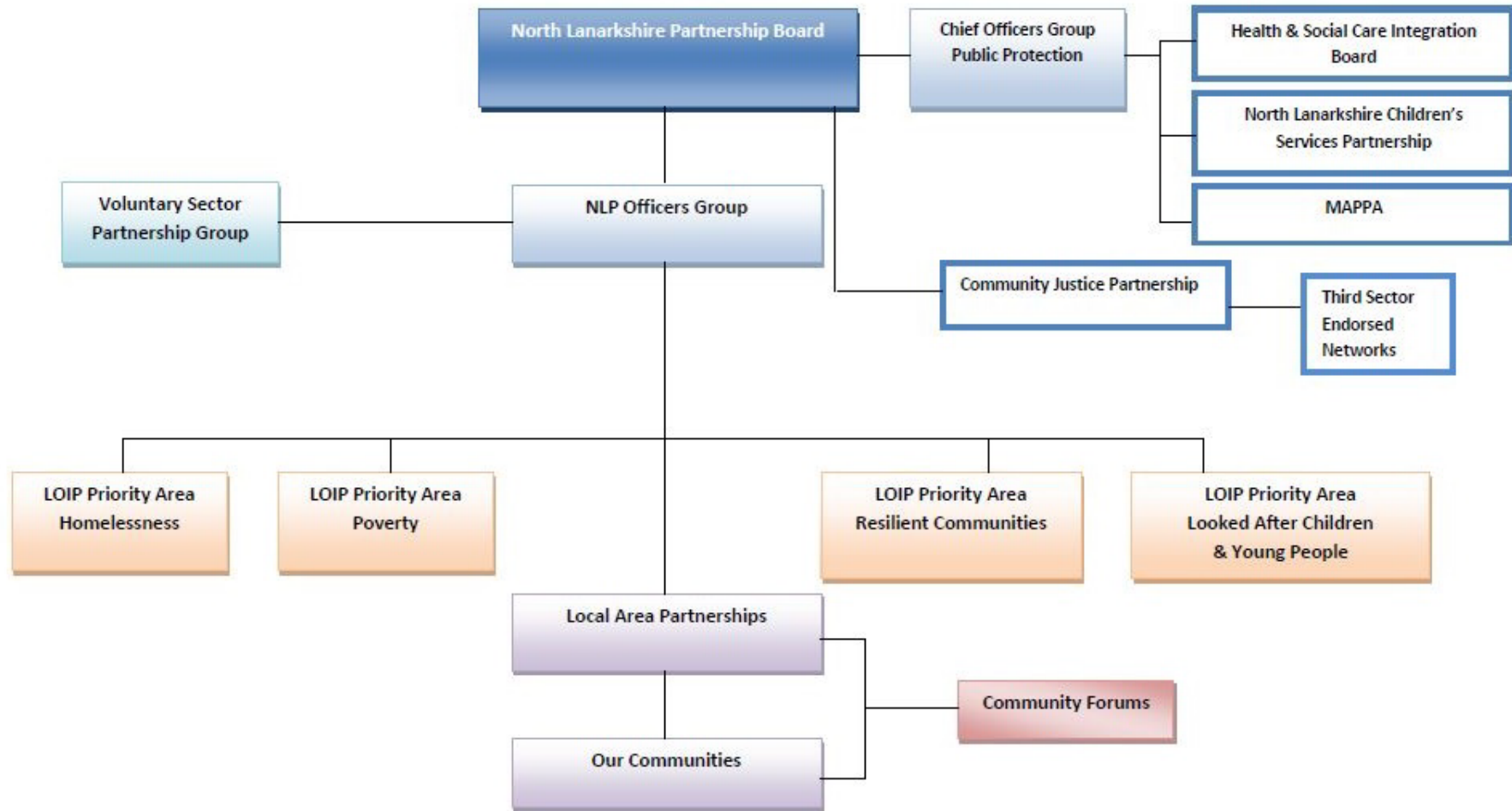
<b>OUTCOME</b>	<b>IMPROVEMENT ACTIONS</b>	<b>LEAD</b>	<b>TIMESCALE</b>
<b>SO2.8</b>	Develop joint protocols to facilitate local information sharing to support planning, evaluation and learning.	Co-ordinator CJ	September 2017
<b>SO2.13</b>	Review and improve existing mechanisms for information sharing when a person enters custody	SPS	September 2017
<b>SO1.1</b>	Develop a communication and participation strategy plan	Police Scotland SF&RS Co-ordinator CJ	October 2017
<b>SO1.7</b>	Development of opportunities for service users and their families, victims, stakeholders and members of the community to contribute to the planning and development of community justice services.	Co-ordinator CJ	March 2018
<b>SO1.2</b>	Review and capitalise upon existing engagement mechanisms across the community planning partnership.	VANL	March 2018
<b>SO2.1</b>	Share the findings from the 'Pathway of Incarcerated Young Men' study to inform understanding and practice across universal and mainstream service provision	Co-ordinator CJ	March 2018
<b>SO2.10</b>	Develop an annual North Lanarkshire Community Justice Partnership Workforce Conference	Co-ordinator CJ	March 2018
<b>SO3.1</b>	Develop a learning hub for people with convictions, which will act as a bridge to mainstream learning and employment service.	SDS Co-ordinator CJ	March 2018
<b>SO3.3</b>	Review existing mechanisms and protocols to improve access to mental health services within community justice	NHS Lanarkshire Health & Social Care NL	March 2018
<b>SO3.5</b>	Review existing mechanisms and protocols to improve access to housing and homelessness s within community justice	NLC Enterprise & Housing	March 2018
<b>SO3.7</b>	Review existing mechanisms and protocols in relation to financial and welfare advice services involved in community justice	NLC Financial Inclusion	March 2018
<b>SO3.6</b>	Review existing mechanisms and protocols in relation to drug and alcohol services involved in community justice	NHS Lanarkshire Health & Social Care NL	March 2018
<b>SO4.2</b>	Review existing practice and develop collaborative approaches to effective interventions for domestic abuse	CJSW Co-ordinator CJ	March 2018

<b>OUTCOME</b>	<b>IMPROVEMENT ACTIONS</b>	<b>LEAD</b>	<b>TIMESCALE</b>
<b>PCO2.5</b>	Families of people with convictions are provided with information and support to appropriately be involved in community justice	All Partners	March 2018
<b>PCO1.2</b>	People with convictions have reduced levels of need in relation to learning and employability	SDS Co-ordinator CJ	March 2018
<b>SO2.4</b>	Provide data and information, to evaluate and review progress on an annual basis and update the community needs assessment to inform future planning	All Partners	June 2018
<b>SO2.7</b>	Provide data and information to report against agreed self-evaluation continuous improvement framework	All Partners	June 2018
<b>SO1.6</b>	Map 3 <sup>rd</sup> Sector interface with communities to increase understanding and utilise the assets within communities to promote integration of community justice and develop links to North Lanarkshire Community Justice Partnership	VANL	September 2018
<b>SO4.3</b>	Develop mechanisms to share learning and best practice in relation to effective interventions	Co-ordinator CJ	September 2018
<b>PCO1.3</b>	Improve access to and responsiveness of mental health services for people with convictions	NHS Lanarkshire Health & Social Care NL	September 2018
<b>PCO1.4</b>	Improve access to and responsiveness of housing and homeless services for people with convictions	NLC Enterprise & Housing	September 2018
<b>PCO1.5</b>	Improve access to and responsiveness of drug and alcohol services for people with convictions	NHS Lanarkshire Health & Social Care NL	September 2018
<b>PCO1.6</b>	Improve access to and responsiveness of financial and welfare advice service for people with convictions	NLC Financial Inclusion	September 2018
<b>PCO2.2</b>	Develop mechanisms for people with convictions to volunteer within their community to enhance personal skills and support reintegration	VANL	September 2018
<b>SO1.3</b>	Develop a framework to utilise the lived experience of people with convictions to directly contribute to planning and development of community justice	SPS	March 2019

<b>OUTCOME</b>	<b>IMPROVEMENT ACTIONS</b>	<b>LEAD</b>	<b>TIMESCALE</b>
<b>SO1.4</b>	Develop a framework to utilise the experience of victims of crime to directly contribute to the planning and development of community justice.	Police Scotland SF&RS Victim Endorsed Network	March 2019
<b>SO2.12</b>	Produce a joint shared workforce training plan	Co-ordinator CJ	March 2019
<b>SO4.5</b>	Review and Improve responses from mainstream support services at key transition points including exit from statutory orders/custody and remand	SPS Co-ordinator CJ	March 2019
<b>PCO2.4</b>	Identify and map out local faith-based communities to provide spiritual assistance	VANL	March 2019
<b>PCO2.3</b>	Develop a mentoring skills programme for people with convictions to provide peer support from their lived experience	Third Sector	March 2020
<b>PCO2.1</b>	Consider the use of arts and creative opportunities for people with convictions to widen their experience and potentially develop positive relationships which support desistance	Co-ordinator CJ All Partners	March 2020
<b>SO3.4</b>	Support and provide opportunities within partner organisations for the implementation of the distress brief interventions pilot in North Lanarkshire	NHS Lanarkshire Health & Social Care NL	March 2020
<b>SO4.6</b>	Develop interventions which recognise family needs/ roles and contribution to support people with convictions	CJSW Third Sector	March 2020
<b>SO3.2</b>	Develop a pathway for people with convictions to gain trade certification to access employment	SDS Co-ordinator CJ	March 2020
<b>SO2.6</b>	Agree and implement a strategic approach to commissioning	Co-ordinator CJ	March 2020

Appendix 1

North Lanarkshire's Community Planning Partnership Structure



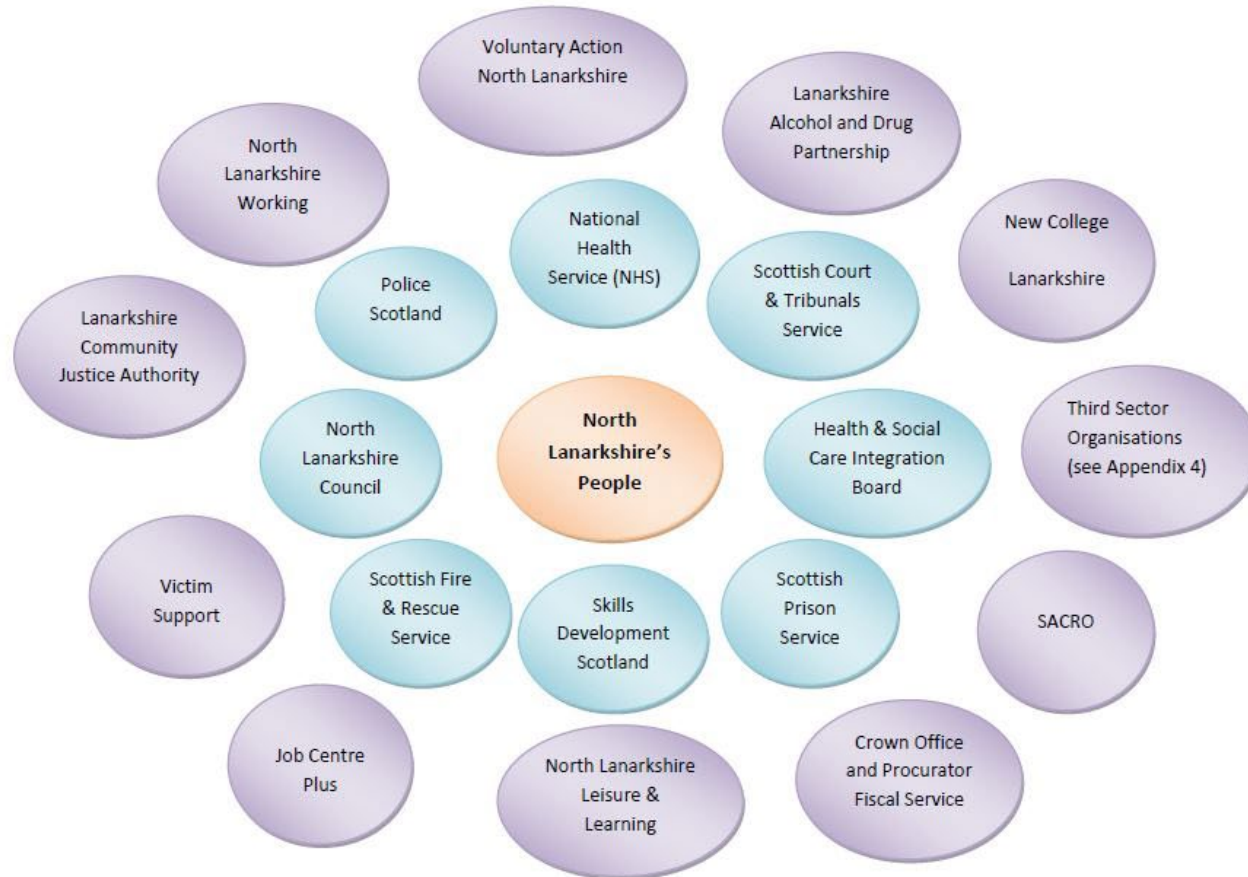
## Appendix 2

### Summary of the key North Lanarkshire's Single Outcome Agreement themes and local outcomes

Health and wellbeing	Lifelong learning	Regeneration	Community safety	Developing the partnership
Older people and other people with disabilities are able to live as safely and independently as possible in the community, and have control over their care and support	Ensure more people are in education, training and volunteering, and engage more adults in a variety of personal learning and development experiences	Reduce unemployment and worklessness in North Lanarkshire, particularly among our 16-24 population	Reduce disorder, anti-social behaviour, violence, and abuse within our communities	Develop clear accountability processes
Reduce homelessness through the provision of a high quality housing options and support service	Improve the qualifications of learners to ensure they are more work-ready, and enable effective employer engagement to drive curricular provision	Grow the business sector with high levels of survival and entrepreneurship and an infrastructure that attracts investment		Improve effectiveness of engagement
Reduce impact of smoking		Reduce impact of alcohol and substance use	Create strong sustainable town centres and communities that are attractive places to live in, work in and visit	Improve shared approaches to service delivery, shared resources and best practice
Improve mental health and wellbeing	Increase the opportunities for people to develop skills for learning, life and work, and improve their life chance			Increase public confidence in relation to community safety and wellbeing
Increase the number of people making healthier choices for diet and nutrition and achieving a healthy weight	Strengthen communities to provide and manage services to meet community needs, and improve the capacity of community-based organisations to become sustainable	Housing need is resolved as quickly as possible and people can meet their housing aspirations	Strengthen processes to support partnership	
Increase the number of people enjoying a physically active life		Improve sexual health outcomes for young people	Improve the quality and energy efficiency of homes, which contributes to meeting the climate change target	Improve monitoring and measurement processes to ensure they are meaningful
Older people and those with particular housing needs can live independently through the provision of accessible homes and support services	Improve satisfaction with public transport		Reduce the harm caused to our communities by organised crime groups	Improve scrutiny role of the board
	Enhanced network of greenspace and woodland for local communities and wildlife			

### Appendix 3

#### North Lanarkshire Partners



## Appendix 4

### Third Sector Organisation Partners

The third sector operates as a unique partner within North Lanarkshire Community Justice Partnership in that it brings together the contribution of several diverse and independent third sector organisations, ranging from grassroots community groups with a locality focus to large national intermediaries. To effectively connect the contribution of the third sector to the strategic Community Justice agenda, North Lanarkshire Community Justice Partnership established two Third Sector Endorsed Networks in 2016 (see below). The membership of these Networks (as at March 2017) is outlined (this is expected to evolve), with each one of the listed organisations making a valuable contribution to the Community Justice agenda in North Lanarkshire.

North Lanarkshire Third Sector Reducing Reoffending Network Members		North Lanarkshire Third Sector Victim Services and Engagers Network Members	
<ul style="list-style-type: none"> <li>• Airdrie Citizens Advice Bureau</li> <li>• Alcohol Focus Scotland</li> <li>• Bellshill and Mossend YMCA</li> <li>• Bethany Christian Trust</li> <li>• British Red Cross</li> <li>• CACE Older People Active Lives</li> <li>• Chris's House</li> <li>• Circle Scotland</li> <li>• Cornerstone</li> <li>• Deafblind Scotland</li> <li>• Expeerience Counts (Scottish Association for Mental Health)</li> <li>• Families Outside</li> <li>• Getting Better Together Ltd</li> <li>• In Care Survivors Service Scotland</li> <li>• Lanarkshire Association for Mental Health</li> <li>• Lanarkshire Links</li> <li>• Liber8 Lanarkshire</li> <li>• Monklands Women's Aid</li> <li>• Motherwell and District Women's Aid</li> <li>• Motherwell and Wishaw Citizens Advice Bureau</li> <li>• North Lanarkshire Women's Aid</li> <li>• Open Secret</li> <li>• Partnership for Change</li> <li>• Passport Lanarkshire</li> <li>• PETAL Support</li> <li>• PlayTalkRead (Working on Wheels)</li> </ul>	<ul style="list-style-type: none"> <li>• Positive Prison</li> <li>• Prison Fellowship Scotland</li> <li>• TCV (The Conservation Volunteers)</li> <li>• The Big Issue</li> <li>• The Conforti Institute</li> <li>• The Poverty Alliance</li> <li>• The Prince's Trust</li> <li>• The Richmond Fellowship Scotland</li> <li>• The Wise Group</li> <li>• Right Track Scotland</li> <li>• Routes to Work</li> <li>• Sacro (Network Chair)</li> <li>• Scottish Community Development Centre</li> <li>• Scottish Council for Voluntary Organisations</li> <li>• Scottish Families Affected by Alcohol and Drugs</li> <li>• Scottish Waterways Trust</li> <li>• Shape Up Shotts</li> <li>• Shelter Scotland</li> <li>• Street League</li> <li>• Street Soccer Scotland</li> <li>• Tax Vol</li> <li>• Venture Trust</li> <li>• Viewpark Co-Production Group</li> <li>• Voluntary Action North Lanarkshire</li> <li>• Young Scot</li> </ul>	<ul style="list-style-type: none"> <li>• Abused Men in Scotland</li> <li>• Airdrie Citizens Advice Bureau</li> <li>• Bethany Christian Trust</li> <li>• British Red Cross</li> <li>• CACE Older People Active Lives</li> <li>• Chris's House</li> <li>• Circle Scotland</li> <li>• CPAG in Scotland</li> <li>• Cornerstone</li> <li>• Expeerience Counts (Scottish Association for Mental Health)</li> <li>• Families Outside</li> <li>• Fearless (Sacro)</li> <li>• FFAMS (Families and Friends Affected by Murder and Suicide)</li> <li>• Getting Better Together Ltd</li> <li>• In Care Survivors Service Scotland</li> <li>• Lanarkshire Links</li> <li>• Lanarkshire Rape Crisis Centre</li> <li>• Lead Scotland</li> <li>• Moira Anderson Foundation</li> <li>• Monklands Women's Aid</li> <li>• Motherwell and District Women's Aid</li> <li>• North Lanarkshire Shopmobility</li> <li>• North Lanarkshire Women's Aid</li> <li>• Open Secret</li> <li>• Outside The Box</li> <li>• Partnership for Change</li> <li>• PETAL Support</li> </ul>	<ul style="list-style-type: none"> <li>• PlayTalkRead (Working on Wheels)</li> <li>• Prison Fellowship Scotland</li> <li>• Routes to Work</li> <li>• Sacro</li> <li>• Scottish Council for Voluntary Organisations</li> <li>• Scottish Domestic Abuse Helpline</li> <li>• Scottish Families Affected by Alcohol and Drugs</li> <li>• Shape Up Shotts</li> <li>• Shelter Scotland</li> <li>• Street Soccer Scotland</li> <li>• Tax Vol</li> <li>• The Big Issue</li> <li>• The Conforti Institute</li> <li>• The Poverty Alliance</li> <li>• The Prince's Trust</li> <li>• The Richmond Fellowship Scotland</li> <li>• Victim Support Scotland (Network Chair)</li> <li>• Viewpark Co-Production Group</li> <li>• Voice of Experience Forum</li> <li>• Voluntary Action North Lanarkshire</li> <li>• Young Scot</li> </ul>