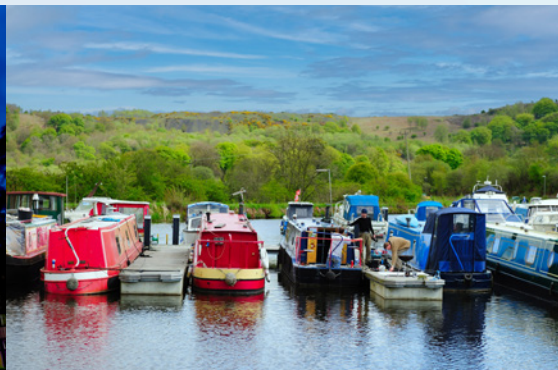




# NORTH LANARKSHIRE COMMUNITY JUSTICE OUTCOME IMPROVEMENT PLAN 2023-2028

July 2023



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# Introduction

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 reduce the risk of further offending, improve lives and make North Lanarkshire safer.

The [Community Justice \(Scotland\) Act 2016](#) (the Act) sets out the statutory duty of designated partners to implement the Scottish Government national strategy relating to community justice at a local level. Community justice is principally about organisations working together to ensure that people who have offended address the underlying causes of their behaviour, and pay back to the community where appropriate. It aims to encourage rehabilitation, reduce reoffending, and protect the public, leading to fewer victims and safer communities.

We believe that we can achieve this working in partnership with people with lived experience, 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 implemented within North Lanarkshire.

The North Lanarkshire Community Justice Outcome Improvement Plan (CJOIP) 2023-2028 sets the direction of community justice in North Lanarkshire over the next five years.



# National Context

The model for Community Justice came into operation on 1 April 2017, underpinned by the Community Justice (Scotland) Act 2016, which places duties on a group of statutory partners to engage in community justice planning and to report against a set of nationally-determined outcomes identified in the National Community Justice Strategy . As per section 16 of the Act, Scottish Ministers were required to review the strategy by 24 November 2021. The Revised National Strategy for Community Justice was published in June 2022 <https://www.gov.scot/publications/national-strategy-community-justice-2>

The strategy sets out four national aims for community justice:



OPTIMISE	ENSURE	ENSURE	STRENGTHEN
<p>Optimise the use of Diversion and intervention at the earliest opportunity</p>	<p>Ensure that robust and high quality interventions and public protection arrangements are consistently available across Scotland</p>	<p>Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence</p>	<p>Strengthen the leadership, engagement and partnership working of local and national community justice partners</p>

The four aims are aligned to 13 priority actions which the Scottish Government and community justice partners should seek to deliver over the duration of the strategy.

Community justice partners have a statutory duty to have regard to the strategy and work collaboratively to improve community justice outcomes across Scotland.

There are other priorities being progressed across Government and by community justice partners, operating alongside this strategy, which relate to community justice that the strategy does not necessarily focus on, but will reflect, including the following:

Restorative Justice Action Plan: [www.gov.scot](http://www.gov.scot) ([www.gov.scot](http://www.gov.scot))  
[www.gov.scot/publications/equally-safe-scotlands-strategy-prevent-eradicate-violence-against-women-girls/](http://www.gov.scot/publications/equally-safe-scotlands-strategy-prevent-eradicate-violence-against-women-girls/)

[www.gov.scot/publications/rights-respecting-approach-justice-children-young-people-scotlands-vision-priorities/pages/2/](http://www.gov.scot/publications/rights-respecting-approach-justice-children-young-people-scotlands-vision-priorities/pages/2/)  
[www.gov.scot/publications/adverse-childhood-experiences-aces/pages/trauma-informed-workforce/](http://www.gov.scot/publications/adverse-childhood-experiences-aces/pages/trauma-informed-workforce/)

The national Community Justice Performance Framework sets out 9 nationally determined outcomes which are to be achieved in local community justice partnerships:

- **More People successfully complete Diversion from Prosecution**
- **More people in police custody receive support to address their needs**
- **More people are assessed for and successfully complete bail supervision**
- **More people access services to support desistance and successfully complete community sentences**
- **More people have access to and continuity of, health and social care following release from a prison sentence**
- **More people have access to suitable accommodation following release from a prison sentence**
- **More people with convictions access support to enhance their readiness for employment**
- **More people access voluntary throughcare following a short term prison sentence**
- **More people across the workforce and in the community understand, and have confidence in community justice**

In North Lanarkshire:

- **The use of Diversion in North Lanarkshire has significantly increased over the past eight years. The number of referrals and conversion to assessment are consistently high, and more than the national rate. Additionally, the conversion of assessments to cases commenced and successful completion are high both, on average, and higher than national rates**
- **In April 2023, a test of change arrest referral service began in the two custody centres in North Lanarkshire**
- **Bail Supervision is not being maximised to reduce people being remanded, either nationally or for people from North Lanarkshire**
- **The use of community sentencing in North Lanarkshire for both men and women is consistently higher than the national average. Public consultation indicated that supporting people with convictions in the community is the most effective option for reducing offending**
- **People with convictions in North Lanarkshire have experienced multiple trauma and issues relating to their mental health**
- **Currently, there is no formal multi-agency approach in North Lanarkshire to supporting people leaving custody following a short term prison sentence**
- **58% of people in the justice system from North Lanarkshire who have been assessed, have medium to very high needs in relation to education and employment**
- **14% of people in the justice system from North Lanarkshire who have been assessed identify as being homeless or transient**
- **The community and workforce have similar views in relation to the causes of crime and most effective sentencing options**
- **The community and the workforce have some awareness of community justice**

# Local Context

The Plan for North Lanarkshire (The Plan for North Lanarkshire | North Lanarkshire Council) sets out a shared ambition among the community planning partners where North Lanarkshire is a place for inclusive growth and prosperity for all to Live, Learn, Work, Invest and Visit.

These community planning partners are the national and local public sector bodies who deliver services in North Lanarkshire together with the community and voluntary sector.

The plan has five priorities, which will together improve the wellbeing of children, young people, and their families.

These priorities are to:

- 1. Improve economic opportunities and outcomes.**
- 2. Support all children and young people to realise their full potential.**
- 3. Improve the health and wellbeing of our communities.**
- 4. Enhance participation, capacity, and empowerment across our communities.**
- 5. Improve North Lanarkshire's resource base.**

There are also 25 high level ambition statements that collectively support the shared ambition and are aligned to the five priorities.

A five year programme of work is currently being developed that sets out the actions for the council to deliver against these ambitions and priorities.



# Governance

The North Lanarkshire Strategic Leadership Board (SLB) is the key strategic multi-agency planning mechanism in North Lanarkshire and is responsible for the joint delivery of the priorities detailed in The Plan for North Lanarkshire on a partnership basis.

At a community level, the role is provided by 9 community boards. The 9 Boards enhance and support community involvement to provide a single approach for local community-led decision making. This is further enhanced through the ongoing delivery of co-produced local Outcome Improvement Plans in each of the 9 Community Board areas. Action plans stemming from these, highlight and address the key priorities for each area. Local Partnership Teams have been established to drive delivery of the LOIPs and with responsibility for effective Monitoring and Management.

In North Lanarkshire, it is the responsibility of the statutory partners within the North Lanarkshire Community Justice Partnership (NLCJP) to provide strategic leadership and governance to operationally deliver and develop community justice, with strategic oversight provided by the SLB. 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 reporting outcomes in line with the Scottish Government National Strategy and Community Justice Performance Framework.

The responsibility for driving forward the community justice agenda has been devolved to the NLCJP.

The membership of partnership includes statutory partners:

- **North Lanarkshire Council (across services)**
- **NHS Lanarkshire**
- **Police Scotland**
- **Scottish Fire and Rescue Service**
- **North Lanarkshire Health and Social Care Integration Joint Board**
- **Skills Development Scotland**
- **Scottish Courts and Tribunals Service**
- **Scottish Prison Service**
- **Crown Office and Procurator Fiscal Service.**

Additionally, there is representation from Victim Support Scotland and Voluntary Action North Lanarkshire representing third sector colleagues.



# Identifying Our Priorities

During 2022-23 the North Lanarkshire Community Justice Partnership undertook a Strategic Needs and Strengths and Needs Assessment (SNSA).

The purpose of the SNSA is to understand the needs of people and service provision within the justice system, which will contribute to establishing a baseline for planning decisions and measuring outcomes.

The SNSA will support evidence-led strategic planning to effectively address the needs of individuals in a local area. Activity undertaken in the development of the SNSA included:

- Review of North Lanarkshire population data
- Public and workforce surveys
- Focus groups and individual meetings with people with lived experience
- Engagement with North Lanarkshire Community Justice Endorsed Third Sector Network
- Analysis of data to understand the needs of people in the justice system
- Review performance related to the accessibility, availability and effectiveness of service provision.





# North Lanarkshire Profile

North Lanarkshire is the 4th largest local authority in Scotland. Within North Lanarkshire there are nine Community Boards - Airdrie, Bellshill, Coatbridge, Cumbernauld, Kilsyth, Motherwell, Northern Corridor, Shotts and Wishaw - which have been established to support local involvement and community led decision making. For each of these localities, a locality profile has been created that provides additional information and statistics and is available on the council's website. From a social work service delivery perspective, there are six locality areas: Airdrie, Bellshill, Coatbridge, Motherwell, North Locality and Wishaw from which social work and health and social care services are delivered.

## Population

As of 2021, North Lanarkshire has a total population of 341, 400, with North Lanarkshire North being the most populous locality making up around a quarter the total North Lanarkshire population. Airdrie is the next biggest locality, followed by Motherwell, Wishaw, Coatbridge and then Bellshill.

When compared to Scotland, North Lanarkshire has a higher percentage of its population in the younger age groups - 0 to 17, 18-44 and 45-64 and a lower percentage of its population the older age groups 75 Plus age groups. There is a slightly higher proportion of females compared to males in North Lanarkshire, with a similar pattern being shown across the authority. North Lanarkshire has a slightly higher proportion (52%) of females than Scotland as a whole (51%).

Historically, the local authority has experienced higher than average levels of deprivation. North Lanarkshire remains 6th in terms of its share of datazones in the 20% most deprived in Scotland, sitting behind; Inverclyde, Glasgow, North Ayrshire, West Dunbartonshire and Dundee. 144 (35%) datazones in North Lanarkshire are within the 20% most deprived communities in Scotland. This share has increased since the 2016 SIMD. North Lanarkshire has five datazones within the 1% most deprived areas of Scotland.

The Scottish Index of Multiple Deprivation (SIMD) 2020 also identified, across North Lanarkshire, 50,897 people are income deprived, equating to 15% of the population.

The Scottish average is 12%. Around 22,426 of the 50,897 (44%) income deprived people mentioned above, live in neighbourhoods, that are not located within the 20% most deprived. Meaning that income deprivation occurs outwith areas of multiple deprivation.

North Lanarkshire has 10% fewer residents living in the least deprived quintile as compared to the national deprivation distribution and 12% more residents living in the most deprived quintile as compared to the national distribution.

The number of people reported as 'long term sick' in North Lanarkshire has increased from 14,900 in December 2019 to 28,600 in June 2022 and the number reported as 'looking after family/home' in the Council area increased from 8,500 to 10,900 in the same period.

While unemployment is lower than pre-pandemic levels the number of people in the workforce in North Lanarkshire has reduced from 174,000 (78.1%) in December 2019 to 155,600 (69.4%) in June 2022. For those in work there are also concerns as pay growth remains well below inflation in many of the sectors predominant in North Lanarkshire with the rising cost of living affecting the financial benefits of employment and labour shortages and rising costs and supply chain challenges affecting employers plans for recruitment and business development.

Throughout 2023 unemployment is expected to rise again as the UK enters recession and high inflation continues to hinder economic growth. However, this simply reinforces the need to continue to support those further from the labour market in North Lanarkshire to gain the skills needed to enter the labour market and continue to work with employers to create opportunities for our unemployed residents.



# Justice Profile

## Employment

- A significant number of people in the justice system are unemployed.
- Main barriers to employment are perceived to be lack of qualifications and experience.
- People in the justice system identify poor mental health and self-worth as impacting their ability to gain employment.
- 58% of people who have been assessed are identified as having medium to very high needs in relation to education and employment. In 2021/22, people identifying as being unemployed at the time of a criminal justice social work report was 51% nationally and 53% in North Lanarkshire. Whilst following the imposition of a Community Payback Order, 54% of people reported to be unemployed nationally and 62% in North Lanarkshire

## Health

- A high proportion of people with convictions have experienced multiple trauma.
- Women experience more profound levels of trauma than men.
- Mental health is identified as a significant issue for people in the justice system.
- People with convictions have very high levels of risk/need in relation to leisure/ recreation and physical inactivity, which may also impact their mental health.
- People with convictions are assessed as having high levels of problematic alcohol and drug use.
- People with convictions felt that mental health and problematic drug/alcohol use impacted their ability to function in the community and engage with services.

## Finance

- Reliance on benefits and foodbanks has increased significantly during the pandemic and cost of living crisis. The Cash First approach adopted by North Lanarkshire in 2015, continues to lead the way across the country with the Scottish Government, Trussell Trust and other local authorities adopting the model.

- 29% of men and 42% of women were assessed as having financial problems. In 21/22, 62% of people who were made subject to a community payback order were identified as being unemployed. Given, the significant challenges facing the cost of living crisis and the impact being most severely endured by the poorest in society, it can be assumed that these figures will have increased.



## Housing

- In 21/22 justice social work data indicates that 14% of men and women have been assessed as being homeless or transient. Additionally, 26% of men and 38% of women report accommodation problems.

Scottish Government data evidences that there has been a 73% increase in the number of homeless housing applications for those leaving custody from 2015/16 to 20/21.

# Participation

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 lived experience of the justice system, 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:

- Two focus groups with people currently in the justice system took place in March 2023. 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.
- An online public survey ran from December 2022 to January 2023 to seek views regarding community justice from the people of North Lanarkshire, which was supported on partners' social media platforms to encourage participation. 23% of respondents identified as being a victim or survivor of crime and 8% as person of lived experience of being in the justice system. Additionally, the survey was also shared with the workforce of partner organisations and North Lanarkshire Community Justice Endorsed Third Sector Network.
- An online event with NLCJP Endorsed third sector event was held to specifically seek views in relation to the development of the CJOIP.

- The NLCJP Strategic Strengths and Needs Assessment (SNSA) was updated in 2023. The document includes robust data relating to crime, sentencing, needs and services relating to men and women who reside in North Lanarkshire over the past seven years, as well as national average data for comparison. Further, the data was analysed in the NLCJP Data Inference Report 2023 to identify key themes and actions to support improvement.
- Two stakeholder events were held and attended by over 40 participants with representation from statutory partners, third sector colleagues and people with lived experience. The purpose of the event was to consider the evidence collated from the Updated SNSA 2023, NLCJP Data Inference Report 2023, online surveys for the public and workforce and feedback from meetings with people with lived experience. Participants were also required to reflect on local performance against the national Community Justice Performance Framework and identify priorities to improve outcomes for people.
- The draft CJOIP was published online in August for further stakeholder and community consultation. Additionally, the NLCJP sought feedback from Community Justice Scotland.



# Our Priorities and Actions

PRIORITY 1	PRIORITY 2	PRIORITY 3	PRIORITY 4	PRIORITY 5
<p><b>Maximise access to holistic support for people at the earliest opportunity to improve outcomes.</b></p>	<p><b>Increase the availability of robust options that support people and manage risk as alternatives to remand and Diversion from Prosecution</b></p>	<p><b>Increase awareness of the availability of high quality community interventions to support change and manage risk</b></p>	<p><b>Reduce the barriers that people experience accessing the support when leaving custody</b></p>	<p><b>Increase the participation of partners and stakeholders to raise the awareness of community justice and improve outcomes</b></p>
<ul style="list-style-type: none"> <li>• Work in partnership with NLADP and Third Sector to support the implementation of the 'Test of Change' Arrest Referral Service</li> <li>• Engage local services to improve pathways to support for people using the Arrest Referral Service.</li> <li>• Support the Evaluation of the TOC</li> <li>• Consider the findings of the evaluation</li> <li>• Identify future funding options in partnership with NLADP and opportunities for service development</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the quality and availability of Bail Supervision Services</li> <li>• Increase the number of Assessment for Bail supervision to reduce people being remanded</li> <li>• Raise awareness of Bail Supervision with the judiciary and local faculties</li> <li>• Establish a steering group to develop and improve referral pathways to community based services</li> <li>• Contribute to the national review of Diversion from Prosecution</li> <li>• Develop a workforce training programme to increase awareness of Diversion from Prosecution</li> <li>• Contribute to national developments in relation to Electronic Monitoring and Restorative Justice</li> </ul>	<ul style="list-style-type: none"> <li>• Raise awareness of the Lanarkshire Alcohol and Drug Problem Solving Court.</li> <li>• Develop the use of digital platforms to increase the awareness of interventions</li> <li>• Develop local education and employment newsletter</li> <li>• Improve engagement with Children and Families Services</li> <li>• Review referral pathways to universal services</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a stakeholder group, co-chaired by a person with lived experience to consult and advise on services and planning</li> <li>• Promote a GIRFE approach to community justice</li> <li>• Establish a thematic group to map and review current voluntary throughcare systems/support and make recommendations for improvements to the NLCJP</li> <li>• Develop a trauma informed workforce across services</li> <li>• Reduce stigma by engaging local employers to improve employment opportunities for people in the justice system</li> </ul>	<ul style="list-style-type: none"> <li>• Identify partners to lead and report on priority actions</li> <li>• Develop a local performance framework to monitor progress</li> <li>• Develop the use of digital mechanism to increase awareness of community justice</li> <li>• Publish a communication and engagement plan</li> <li>• Raise awareness of community justice across workforce and development opportunities for participation</li> <li>• Engage with local community planning arrangements to increase the awareness and participation of local communities</li> <li>• Increase engagement partnership forums to raise awareness of community justice and identify opportunities for a joint approach</li> <li>• Undertake a mapping exercise of services for victims</li> <li>• Develop a strategy for engaging with victims to increase participation in community justice</li> </ul>
<b>PARTICIPATION</b>				
<p>The partnership is committed to the participation of people with lived experience in the planning and development of services. It will:</p> <ul style="list-style-type: none"> <li>• develop mechanisms to hear the views of those with lived experience to contribute to planning.</li> <li>• Improve opportunities for those with lived experience to feedback on the quality of services.</li> <li>• develop a stakeholder group, co-chaired by a person with lived experience to consult and advise on services and planning</li> </ul> <p>Additionally, the partnership will consider gender specific issues related to service planning and delivery, including findings from the <a href="https://www.gov.scot/Topics/justice/women-justice-leadership-panel">Women's Justice Leadership Panel - gov.scot (www.gov.scot)</a></p>				

# Implementation

The implementation of the North Lanarkshire Community Justice Outcome Improvement Plan 2023-28 is the responsibility of all statutory partners.

The 5 key priorities, underpinned by 31 actions, will be driven by annual plans of activity. Crucially, mechanisms will be developed to ensure the participation of those with lived experience, the third sector and local communities.

NLCJP partnership meetings will be used to review progress, and if necessary, identify changes required to achieve outcomes.

Further, NLCJP will publish an annual report that will provide in detail the progress we are making and set out what we hope to achieve in the following year.

Additionally, NLCJP is committed to the process of self-evaluation to measure our effectiveness in improving lives, reducing reoffending and therefore making North Lanarkshire a safer place to live.

NLCJP will continue to engage with organisations including Community Justice Scotland and the Care Inspectorate to ensure that as a partnership we are focussed on continuous improvement.



# Measuring Success

In April 2023, the Scottish Government published a revised Outcome Performance Improvement Framework (OPIF), now known as the Community Justice Performance Framework (CJPF) [Community Justice Performance Framework - gov.scot \(www.gov.scot\)](http://www.gov.scot) and Community Justice Scotland also published the Community Justice Improvement Tool ([A Community Justice Improvement Tool - local evidence for national outcomes - Community Justice Scotland](#)).

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

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

The framework is currently being reviewed to align with the revised national strategy and is expected to be published during 2023.

The North Lanarkshire Community Justice Partnership will develop a local performance framework (LPF), which aligns national requirements with locally identified priorities, actions and indicators.

The LPF will be used by the NLCJP to measure progress in relation to the implementation and effectiveness of the North Lanarkshire Community Justice Outcome Improvement Plan.

The NLCJP will also continue to update our Strategic Needs and Strengths Assessment (SNSA) on a regular basis, including activity to learn from people with lived experience.

