

# Starting from Strengths, not Needs



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## **Background**

The Community Justice (Scotland) Bill was passed by the Scottish Parliament on 11 February 2016, receiving Royal Assent on 21 March 2016 making it The Community Justice (Scotland) Act 2016.

This will see the disestablishment of Scotland's 8 Community Justice Authorities on 31 March 2017, with the establishment of a national body (Community Justice Scotland), and arrangements for local strategic planning and delivery of community justice being undertaken within local Community Planning Partnership structures. This legislation seeks to establish:

*"a new model for community justice, which puts local delivery, partnerships and collaboration at its heart".*

Building on the strength of the partnerships developed through the South West Scotland Community Justice Authority, it was decided that the best way to take community justice forward under the new arrangements would be to adopt a pan-Ayrshire approach. Shadow arrangements for the transition towards the new 'Community Justice Ayrshire' commenced in April 2016, and work has begun on developing a Community Justice Outcome Improvement Plan (CJOIP), which will take an asset based approach to delivering community justice outcomes.

## AYRSHIRE DEMOGRAPHICS

Map of Ayrshire



The mid-year population estimate for Ayrshire on 30 June 2015 was 370,590, which accounts for 6.9% of the population of Scotland.

Ayrshire covers an area of 3,369 sq. km (4.2% of the total land area of Scotland), and is made up a mixture of rural and urban communities, as well as the islands of Cumbrae and Arran.

## The Story of our Area

Traditionally, Ayrshire was a heavily industrialised area, with steel making, coal mining and numerous examples of production-line manufacturing, most famously Johnnie Walker whisky.

Scotland's aviation industry has long been based in and around Prestwick and its international airport, and although aircraft manufacture ceased at the former British Aerospace plant in 1998, a number of aviation companies are still based on the Prestwick site.

The strength and resilience of our communities has been tested throughout the years, as we have had to adapt and diversify in order to fit in with changing social and economic times. This has meant that there has been a swing from many of the traditional industries, towards those of key growth sectors, which will capitalise on the strengths which are found locally.

This theme was explored at the CJA Shadow Board meeting on 28 September 2016. A summary of the output from this session is detailed below:

### OUR PAST

#### Where have we come from?

- How would you describe the place?
- How would you describe the people?
- What are we building on?

“Strength in Communities”

“Proud of past – links to now”

“Mix of rural / urban / island communities”

“Industrial – make things; mining”

“Famous residents”

“Traditional population”

“Community pride”

“Close knit”

“Well situated”

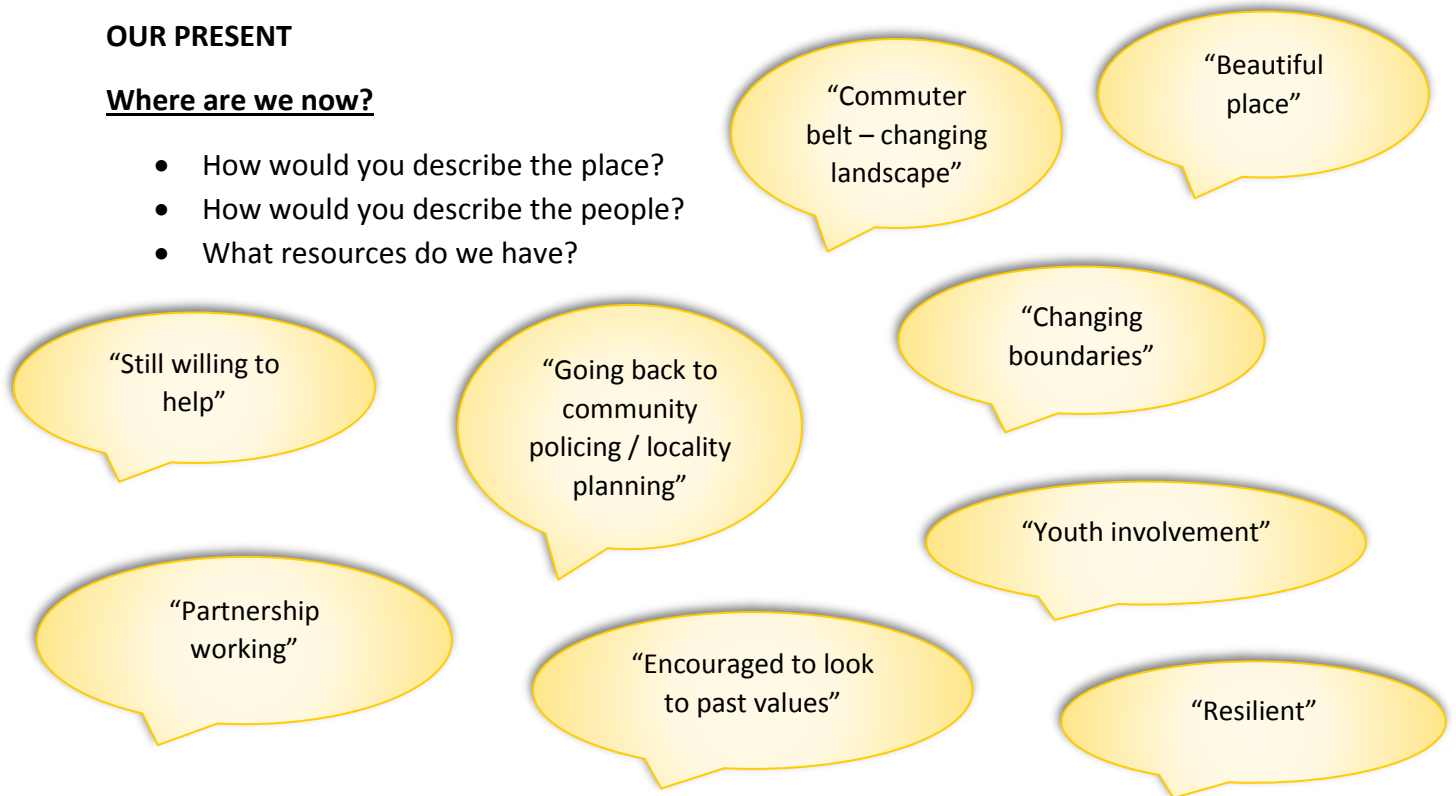
“Sense of resourcefulness”

“Identity”

## OUR PRESENT

### Where are we now?

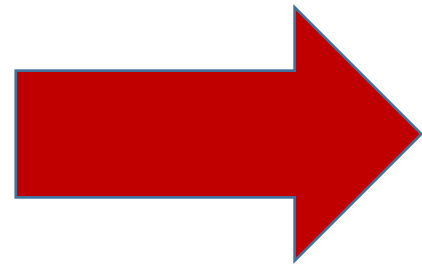
- How would you describe the place?
- How would you describe the people?
- What resources do we have?



## OUR FUTURE

### Where are we going?

- How would you describe the place?
- How would you describe the people?
- What will it look and feel like?



## Investing in our Infrastructure

Due to the changing landscape of industry in the area, the Scottish Government local authorities have had to invest money in the transport infrastructure across Ayrshire to help ensure that people are attracted to live in the area, and can easily commute as necessary. Now, Ayrshire is well served by road, rail, air and sea, as can be seen below.

### Roads

The recent M77 extension has created an important employment corridor with excellent links to the M8 and M74. This will help to stimulate further interest in development and investment now that economic recovery is underway.

### Rail

In recent years, there has been a significant investment in rail services across Ayrshire; including a new half hourly service connecting Kilmarnock to Glasgow, and the introduction of a direct train from Ayr to Edinburgh. Kilwinning in North Ayrshire is now the busiest train station in Ayrshire, with 6 trains per hour linking the Ayrshire coast and inland towns to the city of Glasgow.

### Air

Ayrshire is well served in terms of air travel by Glasgow International Airport, and more locally, by Glasgow Prestwick Airport, with Prestwick Airport benefitting from good rail links to surrounding areas. Air freight continues to play an important part in the local economy.

### Sea

Whilst the ferry link from Troon to Belfast is no longer operational, there are still good links to Ireland by sea via the 'superfast' ferry from Cairnryan in Dumfries & Galloway, which operates up to 6 times per day.

Ayrshire also has a number of marinas to choose from in Ardrossan, Troon, Largs, and Fairlie; offering locals and visitors alike an opportunity to enjoy our coastal areas, and a gateway to our inland areas of interest.

### Why Ayrshire?

Visitors come to Ayrshire to visit places of historical interest such as the Burns National Heritage Centre in Alloway, our castles and country parks, such as Dean Castle in Kilmarnock, Brodick Castle on the Isle of Arran and Culzean Castle in South Ayrshire. In addition to this, visitors can learn about our local Viking heritage at Vikingar in Largs, North Ayrshire.

Of course, no list of 'things to do' in Ayrshire would be complete without mention of our long affinity with golf; and the number of local and championship standard courses that are on offer throughout the area is testament to that.

The regeneration work that has been undertaken in Ayrshire was recognised recently with both Irvine and Kilmarnock being nominated for 'Scotland's Most Improved Large Town' at the Scottish Urban Regeneration Forum (SURF) awards in December 2015, with Kilmarnock ultimately scooping the top prize.

It was noted that in both cases that this regeneration work has led to a vibrancy and renewed pride in what has been achieved so far. Notwithstanding the outcome of the award ceremony, it is clear that the ultimate winner is in fact Ayrshire as a whole, as the breadth of work that has, and continues to be done, to regenerate both towns has had a positive impact on the wider Ayrshire community, and has given people the impetus to carry on with this important work.

### **Future Developments**

An exciting new development called 'Heart and Soul'<sup>1</sup> sees Centrestage Communities working in partnership with the Robertson Trust, to provide a safe and non-stigmatised women's centre in Cumnock in East Ayrshire.



Planning for the centre is well advanced now, and a real sense of community spirit has been seen from the women who are involved in the initiative.

The centre is nearing completion now, and the women have been involved in decision making around the refurbishment of the premises. The women already have many plans and aspirations for the centre; this includes a social enterprise café, recreational activities and specific services depending on their individual requirements. As the building starts to look warm and welcoming it is anticipated that it will empower the women to build positive social networks with a specific aim of being inclusive and intergenerational.

### **Community Custodial Units**

Plans are also underway to implement the Commission on Women Offenders' recommendations to build a smaller national prison for the most serious of female offenders, and to build 5 community custodial units, which will feature a mixture of prison staff, healthcare and social work figures as well as individuals from the third sector. The plan is for women to be held in "optimum security conditions for their individual needs, risks and strengths" with the majority of women in community-based custodial units serving short-term sentences. Although not confirmed, it is hoped that one such unit will be built in Ayrshire. If this happens, it will provide community justice partners with a tremendous opportunity to enhance pathways for women from custody to the community.

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<sup>1</sup> More information on Heart and Soul can be found at:

<http://www.womensbreakout.org.uk/news/heart-and-soul-the-journey-so-far/>

## Creating a modern environment for learning

Another way that our local partners are trying to secure a positive future for our area is by investing in education and life-long learning opportunities. This will help to ensure that young people have the best possible chance of educational or vocational attainment, and that other members of the community can continue to develop skills no matter what their age.

### Schools

Each of the three Ayrshire Local Authorities have committed to investing capital to modernise the school's estate in their areas, with South Ayrshire earmarking £135m over 5 years and North Ayrshire £140m. In East Ayrshire, a new learning campus is in development, which includes further education and business enterprise facilities. This facility is estimated to cost £63.5m, and is planned to open in 2019.

### Ayrshire College

In August 2013, the former Ayr, Kilmarnock, and North Ayrshire Campus of James Watt Colleges, merged to form *Ayrshire College*. The new College benefitted from a significant investment in the infrastructure, including a £50m spend on the development of a campus in Kilmarnock. A post-merger evaluation report, has concluded that the investment in the infrastructure to create a 'college of scale' has led to an enhanced learning experience for students, and better links with schools, local authorities and other partners.

### University of South West Scotland (UWS)

Students can access a variety of undergraduate and post graduate courses via the UWS campus in Ayr, which is one of four campuses across South West Scotland. UWS aims to equip every graduate with the relevant skills to make an immediate contribution to industry, business, and public and third sector organisations. UWS is guided by an ambitious new "Corporate Strategy"<sup>2</sup>, a strategy designed around three themes - *Dreaming, Believing and Achieving*.

### Adult and lifelong learning

A variety of opportunities for adult and lifelong learning are available at venues across the three Ayrshire Authorities. In addition to sector specific training, individuals can enrol in daytime and evening courses in areas such as: family learning, parenting, health and well-being, literacy and numeracy, employability, and personal development.

“Education is the most powerful weapon which you can use to change the world”

Nelson Mandela

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<sup>2</sup> Strategy available at:

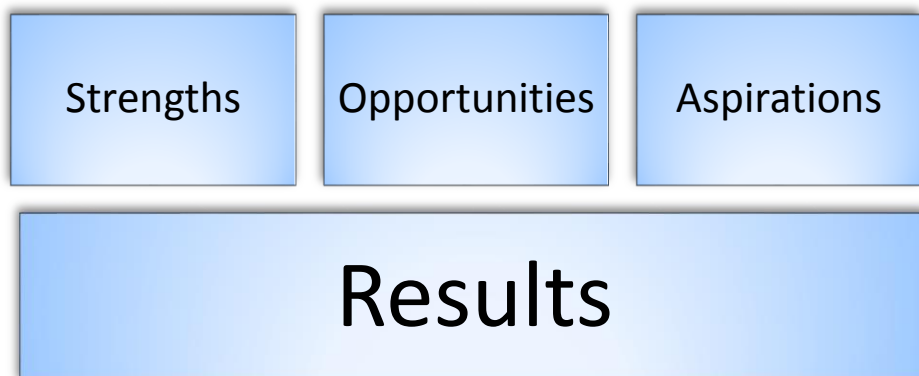
[http://www.sfc.ac.uk/web/FILES/ReportsandPublications/Ayrshire\\_College\\_PME\\_Report.pdf](http://www.sfc.ac.uk/web/FILES/ReportsandPublications/Ayrshire_College_PME_Report.pdf)



## Starting from Strengths not Needs

In order to inform our Community justice Outcomes Improvement Plan (CJOIP) for Ayrshire, we are taking a different approach to deciding on our outcomes or 'commitments' for the forthcoming year. Instead of taking a traditional style deficit-based approach, we are adopting an asset based approach; drawing on the strengths and resilience that can be found in our communities.

To do this we are applying a model called **SOAR**<sup>3</sup>. This stands for:



Using this model, we ask different questions:

- What are our greatest assets?
- What are the best possible opportunities?
- What future do we want to see?
- What results will we achieve?
- How will we know we are succeeding?

SOAR is based on the Appreciative Inquiry (AI) approach to strategic planning, which starts by focusing on the strengths of an organisation, and its stakeholders' values and shared vision. This approach encourages all stakeholders to have a voice in the planning process, which leads to greater ownership of the strategic plan, and buy-in from partners who share the same goals or vision. We feel well placed to adopt this approach, as we can already evidence a long tradition of good partnership working, and positive outcomes in the area.

In addition to working closely with partner agencies who share the same values and ambitions for our communities, Community Justice Ayrshire is committed to ensuring that the voices of those who have *lived experience* of the justice system are heard, and that we consult and feed back to those individuals throughout the process. We are keen to be *working with* and not *doing to* those people who have been (or are still involved) in the justice system.

As such, we held two 'creative justice' events in October 2016, which were facilitated by Centrestage Communities. The first event was held in HMP Kilmarnock, and participants

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<sup>3</sup> More information on the model is available at <http://soar-strategy.com/index.php?f=home>

included a wide range of partners from the public, private and third sector, but crucially it also included 15 prisoners. The second event was held in a local community centre, and again, this event included input from people with lived experience of the justice system, including ex-prisoners, and people serving sentences in the community. We are also committed to getting the views of victims of crime, bearing in mind that many perpetrators of crime have also been victims themselves.

In addition to the creative justice events, we have consulted with partners via a series of CJOIP planning events. These events were well attended by statutory partners, local Alcohol and Drug Partnerships (ADPs), Ayrshire College and a variety of Third Sector agencies. The outputs from these events influenced our new plan.

### **Strengthening Engagement Project**

Whilst not specified as a 'Duty to Co-operate partner' under the new legislation, we are proud of the relationships that have been forged with our Third Sector partners under the previous CJA arrangements, and are keen to build on this momentum under the new arrangements.

Our commitment to working in partnership with the Third Sector under the new local arrangements can be evidenced with our involvement in the Criminal Justice Voluntary Sector Forum (CJVSF) Strengthening Engagement Project, which has been funded through the Scottish Government community justice transition money.

This initiative is designed to help ensure the place of the Third Sector in the new community justice arrangements, and to build on the relationships already forged through the joint work with CJAs.

The second phase of the project saw the coming together of over 30 partners from a range of statutory and third sectors. An interactive workshop in Alloway in March 2017 allowed partners to explore the existing relationships with a variety of organisations, and to discuss any potential barriers to collaborative working between the sectors, and how these may be overcome. We look forward to continuing with this work in the coming year.

### **The Service User's Voice**

In addition to further developing close working relationships with partner agencies, we are committed to ensuring that the voices of the people who are involved in the justice system are heard. We will learn from the recovery model which is being so successfully adopted by our colleagues in the Alcohol & Drug Partnerships (ADPs), and ensure that the knowledge and expertise of people with 'lived experience' of the justice system and recovery in its widest sense, is harnessed and drives our work forward.

To support this aim, we commissioned the 'User Engagement Project' from the University of Strathclyde / Centre for Youth & Criminal Justice. This project aims to develop and embed opportunities for user engagement across community justice services in the three Ayrshires. In each area there is a host organisation. The three organisations are very different, to encourage learning about how different organisational structures, environments and

approaches can support user engagement. In North Ayrshire, the project is hosted by Criminal Justice Social Work Services, a statutory service; in East Ayrshire it is Catalyst, a social enterprise led by Centrestage Communities; in South Ayrshire the project is hosted by Barnardo's Shine Women's Mentoring Project, a third sector organisation.

After completing a systematic literature review of user engagement across various policy and practice domains, the project team conducted 17 interviews across 13 different organisations, and have undertaken focus groups with practitioners and service users in order to obtain first-hand information about participants' experience of user involvement.

The next stage of the project saw the gathering of 35 service users, volunteers and practitioners from 9 services, for a collaborative workshop in Irvine in January 2017 which aimed to identify 'champions' to form a panel from each area to feed into the plan and to share responsibility for driving it forward. The vision is that 'user engagement councils' would be formed, which would be populated by different stakeholders and service users in the area working in community justice. The Councils will ultimately be responsible for co-producing a plan or approach to support user engagement in each of the host sites, and to implement and review that plan.

This is an exciting and innovative project, which we hope will lead to long lasting and meaningful service user involvement in the justice area, and we look forward to reporting on the outcomes in due course.

## Our Ambitions for Community Justice Ayrshire

Based on the feedback from the various conversations we have had, we have developed three 'ambitions' for Community Justice Ayrshire to focus on. These ambitions are based on what we all aspire to, but which some may find easier to achieve than others. We believe that if we work together, we can help to level the playing field and give each member of the community the opportunity to build the life that they want for themselves. These ambitions are based on; **Beginnings**; **Belonging**; and **Belief**.

We know that it can be hard to change your life, and so some people will need more than one **Beginning**. We need to work together to ensure that people are given the opportunity to 'start over' again as required until they are ready to move on with their lives.

We all need to feel that we **Belong** somewhere; whether that sense of belonging comes from being part of a community or a family. We need to help people connect with others to make them feel as if they are part of something, and not isolated or labelled by their past mistakes.

Finally, we want to help people to have the **Belief** that they can make the changes required to move away from offending. They can have a new beginning (or as many as it takes), so that ultimately they will feel that they belong somewhere, and can add value to that community.



# COMMUNITY JUSTICE IN ACTION

## Beginnings

<p><b>Strengths</b></p> <p>Whole System Approach for Young People is well embedded within the area.</p> <p>Court Screening Service provides Sheriffs with up to date information on women’s circumstances when appearing from custody.</p> <p>Processes in place to link women to the Barnardo’s Shine Mentoring Service or Integrated Care Fund (ICF) post (North Ayrshire) to address unmet need and provide support.</p> <p>A strong recovery community is evident throughout Ayrshire; where people with lived experience help to empower those at the early stages of recovery to see that change is possible.</p> <p>Throughcare Prisoner Support Pathway Project, delivered by Turning Point Scotland at HMP Kilmarnock is working well, with an informal approach to engagement and partnership working being particularly effective.</p>	<p><b>Opportunities</b></p> <p>Raise awareness of links between Adverse Childhood Experiences (ACEs) and later offending.</p> <p>Further develop and implement a Whole System Approach for Women.</p> <p>Further promote the use of arrest referral, Police and Procurator Fiscal direct measures, mental health triage, supporting people in distress, Prevention First, Early &amp; Effective Intervention, Diversion from Prosecution and bail supervision as appropriate in a bid to keep people out of the justice system.</p> <p>Use the User Engagement Project as a forum to ensure that people with lived experience of the justice system can shape policy and drive service improvements.</p> <p>Build on the work done to date to reach out to more prisoners who would not otherwise seek / receive assistance.</p>
<p><b>Aspirations</b></p> <p>A ‘Whole System Approach’ is available to all.</p> <p>People involved in the justice system are able to access affordable and appropriate housing.</p> <p>Pathways are in place so that people leaving prison and coming back to Ayrshire have access to services.</p> <p>People with convictions feel supported and able to disclose them to employers as necessary.</p> <p>The voices of victims of crime and those of family members affected by the justice system are heard, and they feel supported to begin to move on from their experience or to support family members who are trying to make changes.</p>	<p><b>Results</b></p> <p>Fewer people are involved in the justice system.</p> <p>People begin to feel part of a community and are able to sustain their accommodation.</p> <p>Access to treatment for addiction and health issues is available when the time is right for the person to engage with services.</p> <p>People are able to work towards finding sustainable employment or training opportunities.</p> <p>There is more understanding of the impact of crime on the wider community.</p>

## **Beginnings: A taste of what's already happening in Ayrshire**

### **Sacro Bail Supervision Case Study**

Mr G appeared at Kilmarnock Sheriff Court in January 2016 and was placed on Bail with a condition to comply with the Ayrshire Bail Supervision Scheme. There were two main issues identified at the time of being placed on Supervised Bail - his misuse of drugs and the breakdown of his relationship with his partner and his son.

Mr G made good progress whilst on Supervised Bail. He was assessed for a drug rehabilitation place and was successful, completing an eight week residential placement at Turning Point Scotland's Turnaround service which he found difficult but understood was his best chance to turn his life around. Whilst there his bail appointments were suspended with regular contact being made with the centre to check his progress and attendance. At the end of his placement Mr G moved in to a short stay hostel and then to a temporary furnished flat in Irvine where he still lives. Mr G has continued to keep in touch with his drugs sponsor and finds this both helpful and reassuring.

As a result of his offending behaviour and drugs misuse, Mr G's relationship with his partner had broken down. In order to address this, G worked with Children and Families and continues to attend weekly parenting classes with his partner. He has been able to focus on his family and is building a more positive relationship with both his partner and his son.

Mr G engages very well with Sacro staff - as part of his 3 month service user review he was given the opportunity to reduce his contact to 2 days per week. He chose to maintain the 3 visits per week as he said he benefits greatly from the routine contact with bail staff. He was recently matched up with a Sacro Volunteer and they meet one day per week. The volunteer is helping Mr G address his low self-esteem. This is particularly evident as his court dates approach. The volunteer will continue to provide support once bail supervision has ended.

Mr G has also agreed to take part in future Sacro events. He will participate in a volunteer training session in March where service users, staff and volunteers get together for an informal 'meet and greet'.

### **Sacro Counselling Service – Case Study & Feedback**

Ms A initially presented as being defensive and was unsure of the expectations of her on bail supervision, touching only briefly on her personal issues. However, as she became more familiar with the service she in turn opened up about her ongoing challenges in relation to her current and historic drug use.

As a consequence of gaining her trust she was very receptive towards the opportunity of engaging with the counselling service, focusing from the outset on the everyday activities that had the potential to escalate rapidly and overwhelm her.

She admitted to being ashamed of her lifestyle and used the time within her counselling sessions to reflect not only upon the here and now, but to reflect upon her childhood and the problems and reactions she experienced then and the link to the strong feelings of desperation and isolation being felt today.

This internal conflict challenged Ms A and the counsellor spent many sessions exploring this in more detail, until ultimately Ms A felt that she would be able to live more resourcefully and satisfyingly.

Ms A attended for 10 sessions and she still texts the service periodically. Feedback was as follows:

*“I got the help and advice I needed, had help with my problems and found it easy to speak to my counsellor. She was very helpful and nice and it helped me in a big way. She understood me and my issues. I felt respected & got help with my problems.”*

### **Sacro Kilmarnock Arrest Referral Service – Case Study & Feedback**

Mr B was referred by Ayr Police, having been arrested after being found lying intoxicated in Ayr High Street. He had resisted arrest, and was held in police cells until his court appearance.

Mr B was very ashamed of his actions when first seen after being referred by the police. He regarded his arrest as a catalyst for the decision to change his life. Up until this point, he had been drinking at least a bottle of whisky every day. He enthusiastically engaged in the Alcohol Education Programme (AEP), and apart from one relapse, gave up alcohol completely. He also started attending Alcoholics Anonymous, going to additional sessions throughout Ayrshire, with the intention of being at an AA meeting every day.

In the course of the AEP sessions, the service user came to recognise the issues in his earlier life that had led to his long term alcohol abuse, and became aware of the steps he had to take to avoid going back to his old lifestyle.

Feedback on the programme included:

- *“The Sacro programme was an effective way to respond to my conviction as it has armed me with the knowledge I need to avoid convictions in the future. It has also helped me become a happier and more grounded individual”.*
- *“I learned how not to drink excessive amounts & now understand the dangers of misuse of alcohol. It was important that I learned not to put myself in situations where I was drinking too much and mixing with the wrong kind of people, which had led to me being in trouble in the first place”.*

### **Victim Support Scotland – Case Study and Feedback**

K is a young victim of a very serious crime. Witness Service Staff invited K and her mother to attend a court familiarisation visit. When they visited, the Witness Service let them know that they could have special measures put in place so that K would not have to see her attacker on the day of the trial. More importantly for K; her attacker would not be able to see her.

On the day of the trial, the Witness Service met K and her mum to go over the court procedure and answer any questions they had. The Witness Service supported K throughout the day, remaining with her in the waiting room, sitting beside her while she gave evidence and requesting a break when she got upset.

K said of her experience: *“I was so scared. I didn’t want to see him again. The people at Victim Support Scotland helped me out at court. They showed me round the court and showed me the screens that would stop me from seeing him.*

*When I started crying they stopped everything and helped me. When I was ready I told my story again. I couldn’t have done it without their help.”*

### **Court Screening Service for Women – Kilmarnock Sheriff Court Case Study**

Ms V appeared in the custody Court twice within one week. The Court Screening Worker spoke with her within the cells on the first instance and identified her daughter was in emergency foster care due to a domestic incident (Ms V was charged with domestic assault against her partner).

Ms V provided a phone number for her daughter's father (previous partner) and the worker contacted him (at her request) to advise of the situation regarding their daughter. The worker contacted MADART (Multi Agency Domestic Abuse Response Team) who advised that they had passed case to Children & Families Social Work services (C&FSW).

The worker contacted the C & F Social Worker and provided details of the child's father, allowing C&FSW to assess and contact him to see if he could assume care for his daughter (whilst Ms V was in custody).

The worker then liaised with the C & F Social Worker and discussed issues in respect of Ms V having contact with her daughter. She also liaised with Ms V's solicitor in respect of her bail plan and possible conditions and when Ms V was released on bail the worker provided her with a travel warrant so she could meet with the C & F Social Worker. However, Ms V appeared again within the custody Court on the following day for breach of bail.

The worker met her to discuss her situation and the increased risk of remand. She explained SACRO bail supervision, as she was more concerned about the risk of remand due to the breach of bail, and liaised with the C & F Social Worker and Ms V's solicitor and completed an updated Court Note.

Although Bail was opposed, the Sheriff granted Bail. The worker gave Ms V advice regarding her Bail conditions and the ongoing involvement of C&F Social Work and helped her understand the reasons why a Child Protection investigation was being instigated.

The worker assessed Ms V for further support on bail, utilising the Shine Mentoring Service but based on information provided by Ms V and the ongoing inputs from C & F Social Work and other agencies she assessed this support was not required at that time.

### **Steps for Change Project**

Steps for Change is a partnership project between RecoveryAyr and South Ayrshire Alcohol and Drug Partnership (ADP) and funded by the Department of Work and Pensions (DWP). The project was set up as an innovative method of engaging those who have previous addiction issues and have experienced difficulties in accessing training opportunities and getting back to work. The project is also innovative in that the weekly peer led group is led in partnership with partner organisations such as Occupational Therapy, Addaction, Access to Employment, NHS Addictions Training Team (PSST), Community Learning and Voluntary Action South Ayrshire (VASA).

A total of nine participants began the 9-week core training in November 2016 and eight participants completed the course with an average attendance of eight out of the nine weeks. A total of seven people completed the accredited Steps to Excellence training course, and the final participant is planning to complete the course. Feedback from participants included:

- *"The group has been a great support to me."*
- *"The course has been brilliant. It has helped me change my thinking and increased my confidence about getting back to work."*



## Caledonian System Men's Programme Feedback

The Caledonian System is an integrated approach to address men's domestic abuse and to improve the lives of women, children and men. It does this by working with men convicted of domestic abuse related offences on a programme to reduce their re-offending while offering integrated services to women and children.

The Caledonian System has been delivered across South West Scotland since 2011. During this time it has become an integral part of the approach to addressing domestic violence in the area.

The men's programme lasts for two years and comprises of individual pre-group work; a 26 week group work programme and maintenance work. The programme is designed to support men to make positive changes to their behaviour to increase the safety of their partners and children and to improve their own lives.

Feedback is sought at various points from all men and women involved in the Caledonian System. Men complete an evaluation questionnaire at the end of each module. Recent examples of feedback collected from men is detailed below:

- *"Learned to discuss things in the home instead of bottling things up and making arguments worse."*
- *"I feel as if I have took a lot out of this module by putting myself in the role of my child. This will put me in good stead for the future."*
- *"Everything is well explained and I am comfortable in the group."*
- *"Working alongside other men in the group helped. It showed how people can work together and encourage each other on the group."*
- *"I'm more positive, able to speak, use the tools Caledonian has given me."*
- *"The group so far has been a great help to me, understanding there is more to solving arguments when they occur other than violence."*
- *"Self-talk works for me. I'm learning every time I come here."*
- *"It's not my partners' fault I'm here. It's because of my own actions."*
- *There is more ways than you think of being sexually disrespectful to women or your partner."*

# COMMUNITY JUSTICE IN ACTION

## Belonging

<p><b>Strengths</b></p> <p>Established Criminal Justice Social Work Women’s Team who provide intensive support and groupwork across Ayrshire for women who are on statutory orders and who otherwise may struggle to complete the order.</p> <p>A ‘Housing First’ approach is being piloted in North Ayrshire by North Ayrshire Council.</p> <p>Individuals who are further down the road of recovery from addiction issues are being given the opportunity by Alcohol &amp; Drug Partnerships to provide support to others who have yet to, or are just starting their own recovery journey.</p> <p>The Catalyst Programme, run by Centrestage Communities is well established in HMP Kilmarnock and in the community, and is reaching individuals who would not normally engage with traditional services.</p> <p>A forward thinking and inclusive approach to faith and spirituality within HMP Kilmarnock, and a will to reach out to community Faith groups in order to create ‘pathways’ for prisoners to allow them to access this support upon release.</p>	<p><b>Opportunities</b></p> <p>Build on the work of the pan-Ayrshire Women’s Team in Criminal Justice Social Work by creating links with other agencies within the community so that women are engaged with services once their statutory order has finished. Make ‘referrals with traction.’</p> <p>Learn from the pilot of the Housing First model.</p> <p>Peer workers are given the opportunity for paid employment, building on the success of their work with others as volunteers.</p> <p>Learn from the approach taken by Catalyst and other organisations and champion such approaches in order to influence policy.</p> <p>Use the CJA ‘Community Conversations Pack’ to engage with a variety of community groups, including Faith communities, to promote better understanding of community justice and to encourage debate on the issues that matter locally.</p>
<p><b>Aspirations</b></p> <p>All women receive the support they need to engage with services at a time they can accept it.</p> <p>More opportunities exist for people involved in the justice system to access volunteering or training opportunities as peer workers, and ultimately paid employment if that is their wish.</p> <p>Adapt the ‘Housing First’ model as necessary, and offer more suitable housing options across Ayrshire.</p> <p>Create a stronger connection with Faith communities to help people with their spiritual needs and to feel part of a community.</p>	<p><b>Results</b></p> <p>More women successfully complete their statutory order, and feel connected to their community.</p> <p>Those with experience of the justice system feel a part of their community, and can contribute to the local economy.</p> <p>People have access to good accommodation in a suitable location, and can sustain this.</p> <p>Community groups are inclusive and understanding of the ‘journey’ many people have taken through life to date, and offer support for further change.</p>

## **Belonging: A taste of what's already happening in Ayrshire**

### **Centrestage Communities - Catalyst Project Case Study**

Mr R was transferred from HMP Perth to HMP Kilmarnock as he was fleeing violence. Whilst in prison Mr R advised that he owed money to people from his home town and would be unable to return to this area on his release from prison. A worker from Catalyst met Mr R on a weekly basis pre-release and an action plan was developed, detailing all the barriers and positive steps which should be taken pre and post release; including presenting homeless in a totally new area and starting from scratch.

Mr R had served a number of short prison sentences totalling 10 years, and had experienced the 'revolving door' of going from prison to short stay hostels and back to prison. He had never held his own accommodation.

Mr R was picked up from the prison gate on the day of his release and was then taken to make a homeless presentation to East Ayrshire Council and was housed in St Andrew's Hostel, Kilmarnock. Mr R chose to request housing in Kilmarnock so that he had the support of Catalyst. Mr R was also supported to apply for unemployment benefit, register with various housing agencies and also registered and arranged appointments with a local doctor and dentist.

Five days post release Mr R was offered accommodation; and although this particular accommodation was unsuitable, he only waited a further 4 days to receive an offer of a more suitable tenancy. He was supported to view and sign for his accommodation, apply for a community care grant and also arrange for gas and electricity to be connected to allow him to move in to the house. This all happened really quickly and during this time a large amount of emotional support was required.

Catalyst sourced a variety of goods for Mr R's home, including sofa, carpets, bedroom and living room furniture. They also supported with food provision and contacted Citrus Energy to support with energy funds until Mr R received a benefit payment.

Mr R is now living in his own accommodation and is managing successfully. He budgets, cleans and cooks daily now and is really enjoying the responsibility of having and managing his own home. The continuity of support he received whilst in prison and then on his release from prison has been paramount in Mr R's reduced offending and him gaining and sustaining his first accommodation. To date this is the longest period of time Mr R has been out of prison and he has broken the cycle of prison to short stay hostel. He is now working towards gaining employment and has an upcoming CSCS course that he is studying for. He is taking it a day at a time but has surpassed his own expectations and can see a much more positive future for himself with the ongoing support of Catalyst.

### **Rural Recovery in Action**

Tarbolton is a small ex-mining village in South Ayrshire. The South Ayrshire Alcohol & Drug Partnership established a recovery group within the village July 2014. The group is entirely peer led, and was developed from the ideas of a local peer undertaking the South Ayrshire ADP Volunteer Peer Worker Project who recognised that there was a lack of support for people in recovery from addiction in the rural village.

The ADP Recovery Communities Worker helped to initiate and support the group. On average ten people attend the group every Monday night. The group welcomes all who are in recovery and also friends and family of those in addiction/recovery who are seeking requiring support.

An evaluation of the group has recently been undertaken (link available), and whilst it is noted that there is still work to be done to deal with the issues of stigma linked to addiction in a small community; some attendees noted the following:

- *“Families are starting to see us changing. Some of the wider community still think we are the same.”*
- *“Still a stigma around drugs in Tarbolton, but things are changing.”*
- *“People approaching my parents in the street to say how they are noticing a positive difference in me.”*
- *“I don’t feel stressed, getting better with strangers.”*
- *“I feel more confident talking to others community.”*

#### **Ayrshire Criminal Justice Partnership Women’s Team – Case Study**

Ms J was remitted to the Children’s Hearing System for a public order offence when she was 16 years old. Since then she has been convicted of a variety of offences ranging from road traffic offences, to breach of the peace and assault. Ms J’s most recent charge was for assaulting a police officer, for which she was sentenced to a 12 month CPO with a supervision requirement.

Ms J’s case was picked up by the Women’s Service as it was assessed that she required an intense level of service. She presented as having significant mental health problems, and an alcohol dependency.

During her Order, Ms J was supported to attend appointments with addiction services, and her case manager assisted her to gain, and sustain, a place in a residential rehabilitation centre in Glasgow. Her worker attended regular meetings at the centre, and supported Ms J to apply for funding to continue and successfully complete the placement.

Ms J has since become involved in coaching young people in football, and is a support to other young people entering the rehabilitation placement. She recently took part in the Homeless World Cup football tournament in Amsterdam and has met the First Minister.

#### **East Ayrshire Council Criminal Justice Social Work – Unpaid Work Case Studies**

East Ayrshire Carers have obtained the local library in Dalmellington and with the support of Unpaid Work have designed this property as a safe place for young carers to have some space to relax and take some time out. Unpaid work developed a positive partnership with the East Ayrshire Young Carers and throughout 2016 unpaid work managed to raise £650. Teams who work in an all season Polytunnel grew plants, shrubs and vegetables which were sold at a summer plant sale and a Christmas Fair. This allowed the staff to purchase Christmas presents to give to the young carers and their families. Participants from the unpaid work teams enjoyed being involved in this project as they learned new skills, and felt that they were giving something back to the community.

Mr H was undertaking unpaid work and was placed within ‘The Zone’ in Dalmellington, where he carried out gardening and environmental duties. He enjoyed the structure of his day at work and felt that it gave him a reason to get up in the morning. His supervisors at The Zone described his work performance and attitude as “excellent”, and encouraged Mr H to apply for a vacant post at The Zone which he was subsequently interviewed for and was successful in gaining the post.

## Blood Borne Virus (BBV) Project Peer Mentor Testimony

The peer mentoring opportunity that I have had has assisted my personal development in a number of areas. It has helped me develop my communication skills, as when I first meet the service users, I have to treat every person as an individual and quickly assess what would motivate them to start engaging with me for support.

It has also boosted my interpersonal skills as I have learned to be patient and understanding of the personal issues which affect people who have, or suspect they have, a blood borne virus. I have developed knowledge of new treatments and of the local services in North Ayrshire which assist people who have a BBV and/or addiction problems. As a result, I am better equipped to provide a person centred care plan and signposting to the relevant agencies and local services.

As I have personal experience with problematic drug and alcohol use, I find it easy to reach out to service users who are experiencing a similar situation and be empathetic and compassionate towards them all. I have also seen the benefit of working in a dynamic care environment with dedicated team leaders and seen the progress of my fellow peer workers as they adapt and overcome the obstacles which invariably arise as a new service is launched.

The most important factor of this opportunity has to be the feeling of self-satisfaction of being able to give back to the community to which I belong. This has improved my self-esteem and has given me and my fellow co-workers a sense of purpose and direction after many years in active addiction.

I would hope that this project would be continued as I think peer support workers can reach some very vulnerable service users who otherwise would not be reachable due to the chaotic lifestyle and the mistrust of social/care workers. The therapeutic value of someone who has lived, first-hand experience of engaging successfully with services can't be underestimated. I would like to continue with this line of work and encourage and support individuals to make positive life choices and reach their maximum potential.

Direct quotes from peer workers at North Ayrshire Alcohol & Drug Partnership Recovery event on 10/3/17:

- *"The power of example."*
- *"Confidence: I build it up by giving it away."*

# COMMUNITY JUSTICE IN ACTION

## Belief

<p><b>Strengths</b></p> <p>Recovery communities within local Alcohol &amp; Drug Partnerships who are leading the way with innovative and inclusive practices to reach out to those with addiction issues.</p> <p>The use of peer workers who carry out research/evaluation in the local area; engaging with members of the community who would not engage through traditional channels.</p> <p>A variety of support is available for victims across the area, including, but not limited to Victim Support, Women’s Aid, and the Caledonian Women’s Service.</p> <p>A willingness to harness the knowledge and experience of those with ‘lived experience’ of the justice system to influence policy decisions.</p>	<p><b>Opportunities</b></p> <p>Build upon the good work of the Alcohol &amp; Drug Partnerships by linking with partners to reach more people who are traditionally reluctant to come into service e.g. women and older people.</p> <p>By reaching those disenfranchised and/or disillusioned people who do not normally have their voices heard, we can try to influence policy and ultimately service direction to encourage their future engagement.</p> <p>Work in partnership with the new pan-Ayrshire ‘Equally Safe’ group. Learn from the findings of the Caledonian System review, and implement.</p> <p>Build on the work of the ‘service user involvement project’ to ensure that service users sit at the heart of our work.</p>
<p><b>Aspirations</b></p> <p>We approach recovery from addictions using a ‘whole family’ approach and the stigma associated with addictions is reduced.</p> <p>More opportunities for paid employment for those involved in the justice system.</p> <p>Local research and evaluation methods are multi-faceted and are able to reach the most isolated and disengaged members of the community.</p> <p>Victims of crime believe that things can and will improve for them.</p> <p>Service users believe that they can move on from their past and make a new beginning.</p>	<p><b>Results</b></p> <p>More people enter services, or accept support to recover from harmful substance use.</p> <p>People feel that they are part of their community and can use their unique skills and attributes to best effect.</p> <p>Local policy direction will be driven by an informed sense of what the community priorities are, based on the opinion of a cross-section of the community.</p> <p>People feel safe in their homes and communities.</p> <p>Service users feel that their experience and opinions are important and can help affect changes.</p>

## **Belief: A taste of what's already happening in Ayrshire:**

### **Reaching 'in' to our prisons – a letter from a prisoner from HMP Kilmarnock**

The following is an excerpt from a letter sent after a CJA 'Creative Justice' event held at HMP Kilmarnock in November 2016.

Several prisoners including myself were in attendance and I believe the meeting was in the spirit of gleaned information from us in regard to what would actually help bring 'criminal justice' forward in Scotland in a positive manner.

For the most the meeting was attended by progressive forward thinkers who I believe would not be afraid to innovate; the fact the meeting took place and its setting is testament to this. The following is written with a deep sense of gratitude that it did take place and it showed me that change may be possible as well as reaffirming my own sense of worth with regard to my ability to have input in my own current situation.

It is the writer's experience that for the most prisons are not full of bad people, but men and women who have made bad choices and lack the vision and knowledge to empower themselves to move forward in their lives in a more conventional way, not bound by the chains of addiction or a prisoner to negative experiences in their childhood, but free in the knowledge that they are masters of their own destiny.

The potential I am trying to convey, 'may' have some of the answers to some of the long term underlying social problems in our communities as well as prisons. Ex-prisoners who have transcended or at least got past any addiction problems or criminal tendencies could possibly through empathy and experience be in the unique position to be the catalyst in showing young offenders, probationers, parolees or indeed the youth that are getting involved in crime or anti-social behaviour that there is always a choice.

Ultimately, education is the key to self-improvement and awareness, and should be encouraged in every instance. Education is a broad term, and I mean it in the sense of educating people who have made bad choices as well as become products of their own environment, that with the right choices, activism and support, their environment could and should be a product of them in the positive sense.

### **Caledonian Women's Service Case Study**

Ms L was referred as a Caledonian case. She was using alcohol on a regular basis as a means of coping with her abusive relationship and breakdown of several family relationships. As a result of her alcohol use, her son had been removed from her care and was residing with his paternal grandparents. This caused problems as her ex-partner also lived within this household, and he continued to try to exert control over Ms L, using social media and text messages to intimidate her.

Ms L also had an older daughter who had left home a few years earlier to live with her maternal grandmother as she could not cope with the situation within the family home. Relations with both her mother and daughter were not good.

Ms L was having difficulty in maintaining her tenancy due to an accumulation of rent arrears, and she herself was convicted of an offence in relation to the removal of her son, and a subsequent

breach of Bail. Ms L maintained that this breach had been orchestrated by her ex-partner, and was a continuation of his abusive behaviours. She was sentenced to a 12 month CPO with an alcohol treatment and unpaid work.

During this period, she engaged well with her supervising officer, but struggled with the alcohol treatment condition, and the unpaid work element. However, with support from her Caledonian Women's Worker, she completed the Order, and subsequently admitted herself into hospital for a detox and psychological support.

Although she lost her tenancy, she was supported to access one in another area, where she would be further away from her ex-partner. She engaged with social services and began the process of having contact with her son. She was also supported in building relationships with her mother and daughter.

Ms L now has full time care of her son, and her elder daughter has moved back in with them. She has a new daughter and partner who appears to be very supportive of the family. Ms L has also completed a distance learning course in interior design, and has secured work from her landlord as a result.

### **North Ayrshire Alcohol & Drug Partnership**

#### **Funky Films: The Journey to Recovery**

Funky Films is a collaboration between the North Ayrshire Alcohol & Drug Partnership and Recovery at Work. The project commenced in late summer 2016. In working alongside a local young filmmaker, a 10 week film making course took place on the subject of addiction and recovery. The end result consisted of two short films being created in order to raise awareness of this issue. The group developed new skills where they learned a range of aspects and roles involved in film making such as operating the camera, screen writing, shooting and editing. The group fully engaged in the entire process where they were extremely enthusiastic, hardworking and eager to learn; really taking ownership of the project.

The films were premiered at the Harbour Arts Centre in Irvine in September 2016, followed by showings within the Council Chambers during a North Ayrshire Community Planning Partnership learning event, and full council meeting. In addition, the group were invited and presented at 5 workshops during the Alcohol Awareness week in November 2016 within Ayrshire College, 'Getting Our Priorities Right' training event in December, and the national Alcohol & Drug Partnership learning network in February. Feedback has been warmly received as this has been a powerful vehicle to provide an insight into a range of recovery journeys directly from people in recovery, highlighting their backgrounds and challenges, and approaches that had supported their improved quality of life.

Following success of the initial project, the group has been inundated with requests on a range of subject matters. The group recently completed their second project, 'Choices for Life'; in partnership with Police Scotland and Young Scot. This project aims to raise safety awareness of alcohol, drugs and knife crime. The 15 minute DVD was launched at the Choices for Life event on 16th March within Ardeer in Stevenston, where 80 secondary pupils engaged in workshops, and heard from people in recovery in how choices require to be made at an early age and the possible



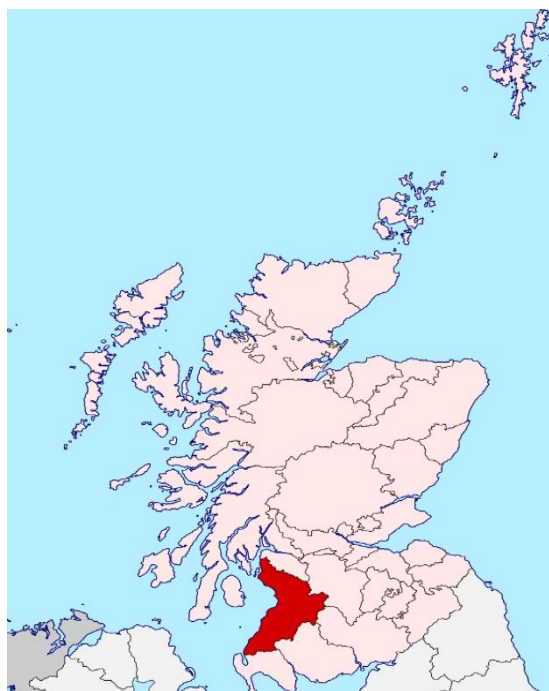
impact addiction and offending behaviour can have on later life. A particularly powerful and thought provoking early intervention approach.

The group has also embarked on a project working alongside the Foetal Alcohol Spectrum Disorder team. The group are producing a DVD to assist with the current training package which will be available in June 2017.

On the 10th March, Funky Films scooped the honour of winning the North Ayrshire Council Provost's Civic Pride Award for 2017. This award was in recognition of the honest and brave accounts by those with lived experience, raising awareness of a challenging subject matter to a broad range of stakeholders, whilst challenging the stigma and discrimination of addiction, and demonstrating the strengths and skills of those in recovery, making a valuable contribution to North Ayrshire communities.

## Community Justice Ayrshire within the National Context

Map of Scotland showing Ayrshire



### SCOTLAND DEMOGRAPHICS

Scotland covers an area of 30,415 square miles, more than 50% of which is covered by semi natural vegetation.

The country is divided into 32 local authority areas.

The mid-year population estimate for Scotland on 30 June 2015 was 5,373,000

### Population of Ayrshire as % of Population of Scotland

Estimated % breakdown of population, 2015

Age group	Total pop. of East Ayrshire	% of total pop. of East Ayrshire	Total pop. of South Ayrshire	% of total pop. of South Ayrshire	Total pop. of North Ayrshire	% of total pop. of North Ayrshire	Total pop. of Scotland	% of total pop. of Scotland
<b>Under 16</b>	21,191	17.4%	17,798	15.8%	23,196	17.0%	912,262	17.0%
<b>16-29</b>	20,251	16.6%	16,713	14.9%	21,923	16.1%	978,949	18.2%
<b>30-44</b>	21,722	17.8%	17,808	15.8%	22,381	16.4%	1,017,862	18.9%
<b>45-59</b>	27,741	22.7%	25,347	22.6%	30,780	22.6%	1,163,931	21.7%
<b>60-74</b>	21,102	17.3%	22,671	20.2%	25,508	18.7%	862,279	16.0%
<b>75+</b>	10,053	8.2%	12,063	10.7%	12,342	9.1%	437,717	8.1%
<b>All ages</b>	122,060	100%	112,400	100%	136,130	100%	5,373,000	100%

As can be seen from the above table, the proportion of working age people between the ages of 16-29, and 30-44 is significantly lower than that of Scotland as a whole, whilst the percentage of 60-74 year olds is higher. This would suggest that younger working age people are leaving the area; possibly in search of employment. As previously mentioned, the Ayrshire local authority areas are trying to combat this shift by both investing in regeneration of the area to boost industry and employment; and for those who work outwith the area, they are investing in the rail and road infrastructure to allow for ease of commuting.

## **Scottish Government Priorities from the National Strategy for Community Justice**

### **Vision**

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

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

### **Mission Statement**

We will achieve this vision 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:
  - o Increasing the use of community-based interventions; and
  - o Reducing the use of short term custodial sentences.
- Improve the reintegration from custody to community.

The new model for community justice, with its focus on strong partnership working to ensure effective intervention from the point of arrest onwards, provides the delivery framework for achieving both this mission and the wider vision.

### **4 Main Priorities**

Improved  
Community  
Understanding and  
Participation

Strategic Planning  
and Partnership  
Working

Effective Use of  
Evidence Based  
Interventions

Equal Access to  
Services

## National Outcomes

### Structural Outcomes

#### What we deliver as partners

- Communities improve their understanding and participation in community justice
- Partners plan and deliver services in a more strategic and collaborative way
- Effective interventions are delivered to prevent and reduce the risk of further offending
- People have better access to the services they require, including welfare, health and well-being, housing and employability

### Person-centric Outcomes

#### Changes to Users

- Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed
- People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities
- Individuals resilience and capacity for change and self-management are enhanced

## Quality Ambitions

The new model for Community Justice looks to align all activity to the three Quality Ambitions with further guiding principles in the goal to deliver a consistent, integrated and localised approach to Community Justice.

**Every person with lived experience of community justice has a positive story to tell of their support for desistance or integration into the community.**

**All partners work together in delivering improved community justice outcomes to achieve lasting change across Scotland.**

**Interventions have a sound evidence base and are appropriate to the need to prevent and reduce further offending and protect the public.**

## The Golden Thread



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### Conclusion

In developing our Community Justice Outcomes Improvement Plan, we are keen to ensure that our local ambitions for Community Justice Ayrshire tie in with the quality ambitions and the outcomes set out in the National Strategy for Community Justice. By applying the SOAR approach to strategic planning, we aim to utilise the existing strengths and build capacity within our local communities.

This document provides only a flavour of what is already working well in Ayrshire, and it is hoped that the case studies and feedback included can bring some of this work to life. It must be noted that there are many other examples of good practice and partnership working between statutory, voluntary and third sector organisations which it has not been possible to include.

The strength of our convictions stems from the knowledge that we can, and will, adapt and grow according to the economic and social demands of today and tomorrow. We are committed to working with like-minded partners and people with experience of not only the 'justice system', but of life itself, to ensure that our ambitions of **Beginnings, Belonging and Belief** are attainable not just for the few, but for everyone within our communities.

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