

Community Justice Scotland

Ceartas Coimhearsnachd Alba

Community Justice Outcome Activity Across Scotland Local Area Annual Return Template and Guidance 2019-20

April 2020



1. Background

The introduction of the Community Justice (Scotland) Act 2016 triggered the formal implementation of the new model of Community Justice in Scotland. A number of key documents are associated with the Act including the National Strategy, Justice in Scotland: Vision & Priorities and the Framework for Outcomes, Performance and Improvement.

The 2016 Act places a duty on community justice statutory partners to produce a Community Justice Outcome Improvement Plan (CJOIP) which outlines key local needs and priorities and the plans and actions to address these against a backdrop of the documents noted above. Beyond this, the partners are also tasked with reporting, on an annual basis, the community justice outcomes and improvements in their area, again with reference to the associated strategy and framework documents and, when complete, submit those annual reports to Community Justice Scotland.

Community Justice Scotland is committed to working in partnership with community justice partners and have designed the template and guidance to support local areas in reporting on their annual outcomes and improvements in a meaningful way that captures necessary data in an effective and efficient manner.

2. Statement of Assurance

The information submitted to Community Justice Scotland using this template is for the purpose of fulfilling the requirement under s27 of the Community Justice (Scotland) Act 2016 for Community Justice Scotland to produce a report on performance in relation to community justice outcomes across Scotland.

The data submitted using this template will be used for this reporting purpose only. In the report, local authority areas will only be specifically identified with their consent. However, Community Justice Partnerships should be aware that any information held by Community Justice Scotland is subject to statutory Freedom of Information obligations.

3. General principles of the template

The template is designed to capture a range of important data in a way that allows local partners to highlight key aspects of community justice activities, outcomes and improvements over the specified period without it being onerous or time and resource demanding.

Most of the template is self-explanatory and, where this is the case, there is little guidance required. In the sections that require more direction for completion, please refer to the template completion guidance which was issued alongside this reporting template. The text (in blue) will outline what is expected in terms of reporting.

It would be helpful if responses in each of the “evidence and data” boxes within section 4 of the template (“performance reporting”) is held to a maximum of 300 words per indicator to ensure the main points are captured. This allows for an efficient analysis by Community Justice Scotland on return. The use of bullet points in your answers is acceptable.

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

If any response or evidence requires details about people with lived experience (e.g. evidence in respect of someone’s life story) please **NO NOT** include any personal sensitive information (as outlined in Schedules 2 & 3 of the Data Protection Act 1998) as Community Justice Scotland does not require such information. If this is unavoidable then please ensure that the data is fully anonymised.

This is the third iteration of the template and guidance.

4. Template Completion

1. Community Justice Partnership / Group Details	
Community Justice Partnership / Group	West Lothian Community Justice Partnership
Community Justice Partnership Group Chair	Tim Ward- Senior Manager, Justice and looked After Children
Community Justice Partnership / Group Lead	Fiona MacKenzie
Publication date of West Lothian Community Justice Strategic Plan 2019-24 (Community Justice Outcome Improvement Plan CJOIP)	25 March 2019

2. Template Sign-off	
<p>The content of this annual report on community justice outcomes and improvements in our area has been agreed as accurate by the Community Justice Partnership / Group and has been shared with our Community Planning Partnership through our local accountability arrangements.</p>	
Signature of Community Justice Partnership /Group Chair:	Date:
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3. Governance Arrangements
<p>Please outline below your current governance structure for the community justice arrangements in your area:</p> <p>Our Community Planning Partnership (CPP) is responsible for providing our Local Outcomes Improvement Plan (LOIP) which runs from 2013-23- updated in September 2017. A draft new LOIP for 2020-30 was ready to go out for consultation just prior to lockdown with Covid-19 but this will now require to be reviewed to reflect new issues/priorities as a result of the pandemic. The Partnership is also responsible for providing our Community Justice Strategic Plan 2019-24 (which also acts as our Community Justice Outcome Improvement Plan- CJOIP) and is closely aligned to our LOIP. The Community Justice Partnership provides an Action Plan 2019-21 which sits alongside the Community Justice Strategic Plan and is reported on in this Annual return.</p> <p>Please see diagram of West Lothian’s governance structure attached- Attachment A</p>

4. Performance Reporting – National Outcomes

NATIONAL OUTCOME ONE
Communities improve their understanding and participation in community justice

Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Activities carried out to engage with 'communities' as well as other relevant constituencies	A week of publicity had been planned by the Community Justice Partnership. This event scheduled for late May, early June 2020 has been postponed due to Covid-19 but the plan was to host the Community Justice "Second Chancers" exhibition within the Civic Centre in Livingston where both staff could access this in the secure areas and the public in the entrance foyer. This week would have followed on from the previous week where the exhibition was to have been hosted at West Lothian College. We planned to have a Launch with CJS, to show our own posters and to have staff around to advise and answer any questions. The event would have been widely promoted via social media and our third sector colleagues' websites. This week of publicity will take place at a later date when possible.	Focusing on unpaid work, the planned impact of this event was to inform and educate members of the public and staff about what community justice is and to show them what we are doing in their communities within West Lothian. We wanted to encourage feedback to help shape our services and to look at what further opportunities lie ahead.
Consultation with communities as part of community justice planning and service provision	Our First Community Justice Strategic Plan was completed in 2019 and runs until 2024. In consultation with Community Justice Scotland it was agreed that this plan will also be the equivalent CJOIP for West Lothian as any additional plan would be a repetition. The Strategic plan has been derived from: <ul style="list-style-type: none"> ✓ Previous planning with Community Justice partners over the last seven years since the inception of our original Reducing Offending and Re-offending work began 	The impact is our associated Action Plan 2019-21 which will shape our way forward.



	<ul style="list-style-type: none"> ✓ Adapting previous governance structures to make them more suitable for the new Community Justice extended agenda ✓ Debate within the new governance structure which highlighted some of the areas we consider to be our priorities ✓ National strategic planning, including the development of National Outcomes. <p>Of the National Outcomes, the most significant within the context of Community Justice are:</p> <p>Outcome 8 <i>We have improved the life chances for people at risk</i></p> <p>Outcome 9 <i>We live our lives free from crime, disorder and danger</i></p> <p>Outcome 13 <i>We take pride in a strong, fair and inclusive society</i></p> <p>The West Lothian CPP's LOIP defines two outcomes that are the most significant for the Community Justice agenda:</p> <ul style="list-style-type: none"> ○ We live in resilient, cohesive and safe communities ○ People most at risk are protected and supported to achieve improved life chances <p>It is this Strategic Plan which has informed our work going forward:</p> <p><u>Strategic Commissioning</u> We have used the five priorities in our Strategic Plan to shape our associated Action Plan for the Community Justice Partnership from 2019-21.</p>	<p><u>Strategic Commissioning</u> This Action Plan 2019-21 is our working document to take forward our understanding, planning and delivery of better health and wellbeing outcomes. The five priorities are described and reported on in this Annual Report together with our progress, outcomes and performance indicators.</p>
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<p>Participation in community justice, such as co-production and joint delivery</p>	<p>The Third Sector Forum has now been embedded with a Terms of Reference and identified membership. We have had a few meetings and will have full representation in the next quarter.</p> <p>Membership: Voluntary Gateway, Cyrenians, West Lothian Youth Action Project, West Lothian Drug and Alcohol Service, Social Policy – West Lothian Council, Change, Grow, Live and Families Outside.</p> <p>Work in progress:</p> <ul style="list-style-type: none"> ✚ The Forum will prepare a resource booklet/card for anyone leaving custody or in the community at point of need, providing the names/contact details of all statutory and third sector organisations in West Lothian ✚ A piece of work will be carried out on transitions and the gaps that exist for those aged between 18-25 and leaving care or custody ✚ A locator tool is almost complete by “Voluntary Gateway” to direct users to all third sector services available in West Lothian. 	<p>Impact of the Forum</p> <p>The Forum facilitates co-production by giving communities and citizens a voice in shaping public services. The Forum works closely with, and is represented on the partnership, enabling direct communication.</p> <p>It is also a way that we leverage our resources by supporting this fresh resource out of our existing systems and partners.</p>
<p>Level of community awareness of / satisfaction with work undertaken as part of a CPO</p>	<p>Consultation and Review of the Criminal Justice ‘Unpaid Work’ Placement Priority Plan 2020-2024</p> <p>We are legally required to inform and consult in a range of ways detailed in the plan and the outcome of consultations will be reported on an annual basis, with the report being made publicly available. It will be available on the Council website and if requested, in a paper format.</p>	<p>Consultation and Review of the Criminal Justice ‘Unpaid Work’ Placement Priority Plan 2020-2024</p> <p>Our legally defined responsibility to consult widely and to report on the operation of our Community Payback scheme includes the nature in which offenders carry out their Unpaid Work element of a CPO. Our “<i>Criminal Justice Unpaid Work Placement Priority Plan 2020-24</i>” is our baseline for establishing our practice and the detail of this will emerge during the first year of our consultation with a wide range of partners.</p>

<p>Evidence from questions to be used in local surveys / citizens' panels and so on</p>	<p>A public consultation was held in July and August 2019 on the "Unpaid Work Placement Priority Plan" and hosted on the West Lothian Health and Social Care Partnership website. A total of 447 individuals responded to the consultation on the priorities in the plan. The findings were noted:</p> <table border="1" data-bbox="555 427 1294 743"> <thead> <tr> <th>Priorities</th> <th>Those in agreement with Priority</th> </tr> </thead> <tbody> <tr> <td>Meeting the demands of the local community</td> <td>95.3%</td> </tr> <tr> <td>Reducing the risk of poverty and social exclusion</td> <td>91.6%</td> </tr> <tr> <td>Protecting the built and natural environment</td> <td>95.4%</td> </tr> <tr> <td>Reducing the Impacts of Anti-Social Behaviour</td> <td>91.6%</td> </tr> </tbody> </table>	Priorities	Those in agreement with Priority	Meeting the demands of the local community	95.3%	Reducing the risk of poverty and social exclusion	91.6%	Protecting the built and natural environment	95.4%	Reducing the Impacts of Anti-Social Behaviour	91.6%	
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<p>Perceptions of the local crime data</p>	<p>Police Scotland (PS) in West Lothian provide information and statistics at Local Area Committee meetings with members of the public and PS are accountable to answer any questions posed by the public.</p> <p>Additionally, Community Planning in West Lothian have carried out 3 yearly Citizens Surveys where there was a question asked about perceptions of local crime. The information here has been used to inform work going forward.</p> <p>As we no longer have a Police data analyst we don't get this local information, however the Scottish Government's: "<i>Safer Communities and Justice Briefings</i>", provided monthly have produced the information below from an analysis of the last 12 briefings:</p> <p>"Improved public perception of local crime rate since 2008-09.</p> <p>The public feel safer in their local communities. 73% of adults thought that the local crime rate stayed the same or improved in their local area in 2017-18, an improvement from 69% in 2008-09 but a decrease from 76% in 2016-17."</p>	<p>The information here has been used to assist with work going forward and the Local Area committee meetings enable public participation and involvement in the whole community justice process, while the National stats on crime perception provide a platform to inform practice.</p>										

NATIONAL OUTCOME TWO
Partners plan and deliver services in a more strategic and collaborative way

Indicator	Evidence and Data (max 300 words per indicator)																			
	Please describe the activity	Then describe the impact																		
<p>Services are planned for and delivered in a strategic and collaborative way</p>	<p>Our EEI Service has been refreshed and is the subject of the case study later in this report under section 6. The service uses targeted joint delivery to provide effective interventions where required to prevent and reduce the risk of further offending. Run by Social Policy and with joint partners in Education and Police Scotland, referrals are made to agencies including the third sector.</p> <p>Performance indicator: “Percentage of Early and Effective Intervention (EEI) cases 8-17 years who do not become known to the Youth Justice Team within 12 months.”</p> <table border="1" data-bbox="551 691 943 983"> <thead> <tr> <th>2018-19: Quarter</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>95</td> </tr> <tr> <td>2</td> <td>95</td> </tr> <tr> <td>3</td> <td>93</td> </tr> <tr> <td>4</td> <td>93</td> </tr> <tr> <td>2019-20: 1</td> <td>90</td> </tr> <tr> <td>2</td> <td>100</td> </tr> <tr> <td>3</td> <td>94</td> </tr> <tr> <td>4</td> <td>94</td> </tr> </tbody> </table> <p>The total number of young people which these stats represent is 236 who were referred to the service and received an intervention.</p>	2018-19: Quarter	%	1	95	2	95	3	93	4	93	2019-20: 1	90	2	100	3	94	4	94	<p>The analysis of our results, including the focus of a wellbeing indicator, is assisting us to target our resources to the areas of most need (risk and harm.)</p> <p>In addition, a number of referrals not recorded opposite are received and where the outcome of the screening meeting is no further action, the reasons are fully recorded to provide analysis going forward and for information should there be any further issues arising.</p>
2018-19: Quarter	%																			
1	95																			
2	95																			
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2	100																			
3	94																			
4	94																			
<p>Partners have leveraged resources for community justice</p>	<p>One of our third sector partners in West Lothian- Youth Action Project (WLYAP) set up a community kitchen in the summer of 2019. The premises were well stocked with healthy options and the kitchen/cooking facilities accessed by the most vulnerable young people working with the project and all who are at risk of offending or reoffending. The WLYAP taught the young people all their cooking skills and this joint enterprise</p>	<p>The WLYAP delivered and continues to deliver during Covid-19, a service to support the most vulnerable in the communities of West Lothian and in addition to provide educational input towards achieving improved lifestyles. This joint delivery and co-location of delivery recognises the potential that exists within groups and communities to enhance their contributions to community justice.</p>																		

	<p>was in collaboration with Education who provided the premises within the primary school after school hours. During Covid-19, WLYAP has continued to provide this service but instead has delivered the food supplies to the same families who are most at risk of hardship and offending.</p> <p>Another of our third sector partners who is represented on the Community Justice Partnership- Families Outside (FO,) provides training and information to a range of professionals who come into contact with families affected by imprisonment in West Lothian. These include teachers, social workers, health professionals, Police Scotland and prison staff. They also provide information and resources to families and professionals. Additionally, they campaign to improve policy and practice for these families and are currently engaged in work with a cross party group in the Scottish Parliament to inform policy and practice regarding families affected by imprisonment.</p>	<p>The work done here is highlighting the issues experienced by families affected by imprisonment and to ensure that they are better represented and provided for.</p>
<p>Development of community justice workforce to work effectively across organisational/professional /geographical boundaries</p>	<ul style="list-style-type: none"> ❖ Our Employability Forum (reported on more fully in Outcome 6 of this report) held in early March 2020 is an example of our combined workforce planning and operating across organisational and professional boundaries. ❖ We have recently established a Pan-Lothian and Scottish Borders group of Community Justice staff (a mixture of Managers, Leads and Co-ordinators-each authority has varying areas of responsibility and roles) to meet quarterly and discuss common themes and issues. This is helpful for some benchmarking and provides an opportunity for discussion. ❖ The West Lothian Drug and Alcohol Service (WLDAS) planned and delivered two Anxiety Management group work programmes in the reporting period. These groups were for service users across West Lothian 	<p>The impact of the Forum is to take forward the identified actions to facilitate our outcomes of translating skills to employment. CPO staff have already started to identify and fit client skills to employability in their work.</p> <p>We have had one meeting and Covid-19 has postponed this currently, however some useful ideas of how we can make this a helpful resource with a set agenda were discussed. The intention is to benefit from some benchmarking and discussion of common themes or issues across geographical boundaries.</p> <p><u>The impact of this community work:</u> The 19 service users who successfully completed the group work programme all made a level of progress which was highlighted in the pre and post Hospital Anxiety and Depression Scale (HAD) scores. Many</p>

	<p>addiction services and included individuals who were also engaging with Criminal Justice. Between March and May 2019, and again in October and December 2019, a total of 29 referrals were received for these Cognitive Behaviour Therapy based psychosocial group work programmes (both programmes taking place over nine weeks.) A total of 19 service users successfully completed these voluntary programmes.</p> <p>❖ Social Policy (EEI screening group) and extended partners) took part in collaborative work with the Centre for Youth and Criminal Justice (CYCJ- University of Strathclyde) during the reporting period. The researchers arranged two focus groups with us where we looked at the connection between youth offending and bereavement caused by the death of close family members/carers. Using our anonymised data, the groups were attended by Social Policy, Education, Youth Justice, the Third Sector and Police Scotland. The results of the research are on the CYCJ website.</p>	<p>of the group attendees on completing the programme went on to take up new interests and activities and all illustrated increased self- confidence and reduced anxiety and depression. Group members were issued with a group work handbook which they were able to keep for future reference.</p> <p><u>Additional Information</u> Feedback from the group work evaluations highlighted that a number of service users had experienced improved personal and professional working relationships.</p> <p>Among the findings from this research were that frequently bereavement had not been addressed or was not known about until points of crisis and all participants felt that these discussions from the focus groups would help to inform their work going forward. Although there is more research to do, the high incidence of bereavement and poor outcomes in the anonymised data was worthy of note.</p>
<p>Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of MAPPAs</p>	<p>West Lothian has robust arrangements around MAPPAs. The Police, public sector including Housing and Education, Health and the Scottish Prison Service work together to manage the three case levels to ensure that resources are focused on the individuals posing most risk. The West Lothian Public Protection Committee provides an Annual Report and Lothian and Borders compile a MAPPAs report for Edinburgh, the Lothians and Scottish Borders- (link below to the most recent published report for 2018-19 and the statistical information is on pages 14-17.)</p> <p>FINAL MAPPAs Annual Report 2018 19.pdf</p>	<p>This ensures that our resources are maximised to reduce the risk of harm that these individuals pose. In addition, all West Lothian partners acknowledge the importance of reducing domestic abuse and our Category 3 implementation allows us a formal forum to manage high risk domestic abuse perpetrators who are subject to licence.</p>

NATIONAL OUTCOME THREE People have better access to the services that they require, including welfare, health and wellbeing, housing and employability		
Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Partners have identified and are overcoming structural barriers for people accessing services	<p>One of our five priorities in the West Lothian Community Justice Strategic Plan 2019-24 and the associated Action Plan 2019-21 is HEALTH AND SUBSTANCE MISUSE and this priority sits within National Outcome 3 and is reported on in this section.</p> <p>KEY OUTCOME: People with convictions are supported to access health services quickly and sustain involvement with them</p> <p>STRETCH AIM: Those with convictions maintain engagement with services</p> <p>The Community Justice Partnership recognises the nature and extent of barriers that are faced by those trying to access services following criminal convictions. It is therefore crucial that we work to help these individuals access essential services including Housing, Health/Mental Health, Employment, Financial and Social inclusion.</p>	Access and support to access the appropriate services at the right time will help people to desist from future offending.
Existence of joint-working arrangements such as processes / protocols to ensure access to services to address underlying needs	<p>We are working jointly with Mental health and Addictions, NHS Lothian to enable those at the point of arrest to access the appropriate health provision. Performance Indicator: “Percentage of West Lothian prisoners in police custody who have accessed mental health support.”</p> <p>This action is due to be completed in March 2021 and Health have the funding in place and are currently developing the staffing model.</p> <p><u>Links with the Alcohol and Drug Partnership:</u> At the most recent Community Justice Partnership meeting in February we decided that it would be helpful to formulate more positive, direct links with the ADP. The partnership would benefit from a presentation on this and its associated National Strategy. It was agreed to</p>	<p>We want a service to be in place to help those with an identified mental health issue. By ensuring the appropriate supports are provided, we aim to improve the welfare, health and wellbeing of those individuals.</p> <p>This event will help identify services and pathways to ensure a more holistic approach and delivery. We will develop our work to get whole packages around all those who need them and therefore enhance the opportunities for people to stop offending and reoffending.</p>

	<p>schedule a half day seminar/ forum to take this forward. This event would have been taking place after the planned Health Forum outlined two rows below but has had to be delayed due to Covid-19.</p> <p>The Joint protocol <i>“Information Sharing Agreement”</i> with the Scottish Prison Service and West Lothian, developed in conjunction with CJS, enables SPS to share information pending release of individuals from custody.</p>	<p>This assists the planning by Housing and other partners to support the individual on the journey of release through care/after care.</p>
<p>Initiatives to facilitate access to services</p>	<p>Another function that our third sector partner -Families Outside provides is to advocate on an individual’s behalf to support access to services. Prisoners and their families are supported when a prisoner is moved between establishments around the country or not located close to family. Our West Lothian representative works with team members from a different geographical location and facilitates access to the services within the new area.</p>	<p>The impact here is to work on behalf of the families and support them both at the prison and in the local area where they live. FO also establish links with local statutory and non-statutory organisations, allowing them to help families access the most appropriate support.</p>
<p>Speed of access to mental health services</p>	<p>We will improve pathways to accessing a mental health provision. Performance Indicator: “Percentage of those appearing from custody who required an appropriate adult.” This action is due for completion in March 2021.</p>	<p>Our measure of success here will be that those with criminal convictions who have mental health issues have appropriate access to the right support at the earliest opportunity. An appropriate adult was provided to all those who required this. We want to do some work further streamlining the system and this will be discussed at our Health Forum when it is able to be re-arranged after the pandemic.</p>
<p>% of people released from a custodial sentence: a) registered with a GP b) have suitable accommodation c) have had a benefits eligibility check</p>	<p>(a) We are working in partnership with health services (Mental Health and Addictions, NHS Lothian and Addiewell Prison to ensure that all people leaving prison have access to a GP/appropriate health services. Performance Indicator: “Percentage of those subject to CPO or leaving Addiewell registered with a GP.”</p> <p>We currently have stats available for the reporting period between 1 November 2019 - 26 February 2020 and 13 of 15 individuals (86.6%) assessed, identified a GP registration in West Lothian. In early March a meeting took place with Social</p>	<p>Our impact here is that working jointly with our Third Sector partner, Change, Grow, Live, (their Assertive Outreach and Criminal Justice service) they will be able to provide quarterly reports to the Partnership and include the data that we require for our PI. The information supplied will include the GP practice name, Mental Health service where required, the individual’s postcode and how many people have no GP registration on liberation. This action is due to be completed in March 2021 and our progress is 50% with a targeted approach being developed. The impact of our planned Health Forum below is intended to facilitate this planning further.</p>

	<p>Policy and Change, Grow, Live where we discussed the planning to enhance the information. This is reported in the column opposite and has progressed as detailed.</p> <p>(b) and (c) We have addressed these two points under National Outcome 5 below.</p> <p>We were in the process of arranging a half day Forum dedicated to Health at the start of Covid-19. Focusing on a wide circle of partners both within and out with the Community Justice Partnership, our planned focus group included Healthcare for HMP Addictions, Addictions Service, GP representation, Accident and Emergency, Chief Nurse, Health Improvement Service, Public Health, Social Policy and the Criminal and Youth Justice Service.</p>	<p>This planned event was to help underpin out services going forward and ensure that those leaving custody have a clear pathway and access to health services.</p>
<p>Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending</p>	<p>The Almond Project delivers targeted interventions to prevent women from reoffending. The importance of welfare, health and wellbeing is addressed and tailored towards the specific reasons and causes of women's offending.</p> <p>Performance indicator: "Percentage of women who are charged with further offences during intervention or re-referred within six months following their engagement with the Almond Project"</p> <p>No women reoffended for the last four successive quarters. The most recent -Quarter 4 of 2019-20- 0%, representing 0 from 32 women. In Quarter 3 of 2018-19- 3%, representing 1 from 31 reoffending within 6 months.</p> <p>Further actions and our impact on "Women Who Offend" sits more within the criteria of Outcome 4 and is reported in that section.</p>	<p>The Almond Project continues to have positive and consistent results. A number of successes have been with women who have historically been hard to engage and breached community orders.</p>

NATIONAL OUTCOME FOUR
 Effective interventions are delivered to prevent and reduce the risk of further offending

Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Use of 'other activities requirements' in CPOs	<p>Three of our five priorities in the West Lothian Community Justice Strategic Plan 2019-24 and the associated Action Plan 2019-21 sit within National Outcome 4 and are reported on in this section:</p> <ul style="list-style-type: none"> • YOUNG PEOPLE WHO OFFEND KEY OUTCOME: We develop and deliver services that improve outcomes for children and young people most at risk STRETCH AIM: To extend the Whole System Approach in West Lothian up to the age of 26, in line with the Children and Young People (Scotland) Act 2014 • WOMEN WHO OFFEND KEY OUTCOME: Women are supported to avoid involvement with the Justice System STRETCH AIM: No woman appearing in custody should be remanded without an available bail package • RESPONSE TO VIOLENT CRIME KEY OUTCOME: Those involved in the Criminal and Youth Justice Systems for violent offences complete their orders without further violent offending STRETCH AIM: Domestic abuse perpetrators commence a structured programme. <p>Examples of our use of "other activities "include:</p> <ul style="list-style-type: none"> ✚ A driving rehabilitation course ✚ Change Grow Live – Drug Service – attendance /initial assessment ✚ LEAP – drug rehabilitation ✚ Citizenship Groupwork programme – weekly modules ✚ Up2U domestic group work - weekly modules ✚ Almond Project – referral and initial assessment. 	

<p>Effective risk management for public protection</p>	<p><u>Young People Who Offend</u></p> <ul style="list-style-type: none"> To ensure that we are using the most up to date risk assessment tools we have moved from ASSET to START-AV and all staff except one had been trained by the middle of March 2020 with the last one scheduled for the end of March. The last one has now been postponed due to Covid-19. <p>Performance Indicator: "All staff are trained in the use of START-AV."</p> <p>88.9% of staff have been trained. This would have been 100% but the remaining training session had to be cancelled at the end of March due to the pandemic.</p> <ul style="list-style-type: none"> We are developing our Whole System Approach to ensure that the risks presented by young people are managed and that they are included to 21 years and to 26 years where possible. <p>Performance Indicator: "Percentage of young people identified as high risk whose risk has not increased within six months of intervention."</p> <p><u>Response to Violent Crime:</u></p> <ul style="list-style-type: none"> We are working to have a positive impact on reducing violent offending for those on Community Payback Orders. <p>Performance Indicator: "Percentage of violent offenders completing a CPO without a further violent offence."</p> <ul style="list-style-type: none"> The Community Justice Partnership is working with the Community Safety Unit to impact on levels of violence. Also working with Police Scotland, we have seen a reduction in assaults and an improvement in relation to the commission of serious assaults. <p>Performance Indicator: "Number of incidents of serious violence."</p> <ul style="list-style-type: none"> We have a very good response to Serious Incidents including the submission of Serious Incident Reviews (SIR's) 	<p>The impact of this action will be that our Youth Justice Team will have the most appropriate tools to manage and respond to risk and need.</p> <p>The measure of success for this action will be that Youth Justice deliver services that are age and stage appropriate and that communities are safer. Focusing on children and young people up to the age of eighteen (medium-high risk,) work has started to identify all under eighteen's where there is a measurable risk assessment and the timescale for this action to be completed is March 2021.</p> <p>Our measure of success here will be that those subject to supervision are supported to reduce both the frequency and severity of violent crime. Work is underway to compare the police categories of violent crime with our internal recording systems and find the best way to collate this data. This work will be completed in the next month and this PI will be collected annually.</p> <p>We will reduce the overall levels of violent crime over the life of the Community Justice Strategic Plan 2019-24. This action is due to be completed in April 2021.</p> <p>Our intention here is to ensure that there is robust reporting of serious incidents to the Care Inspectorate.</p>
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	<p>Performance indicator: “Percentage of serious incidents reviewed and responded to appropriately.”</p> <p>This action was due to be completed in March 2020 and has been 100% since the Action Plan commenced and continues to be so.</p>	
<p>Quality of CPOs and DTTOs</p>	<p>User experience of the wide range of Community based Orders/Licence including CPO’s, DTTO’s and Parole Licences has been collated by the C&YJS.</p> <p>End of order and Citizenship programme questionnaires have shown that service users gained benefit from the interventions they received and they are providing increased number of returns. Specific initiatives by the service received positive responses such as our recycled Bike Project involving service users in every aspect of the planning and delivery.</p> <p>Performance Indicator: “Percentage of Community based orders supervised by the Criminal and Youth Justice Service with a successful termination.”</p> <p>Over the course of 2018-19, successful completions reduced from 62% to 54%. During the last quarter of 2018-19 and the whole of the 2019-20 reporting period, the numbers increased to an average of 67.5% for the five quarters with the lowest being 65%. The target for this performance indicator is to achieve 75% by 2022-23. Consideration will be given to converting the indicator to annual which should help even out seasonal anomalies and give a better indication of improvements.</p>	<p>Service users have reported positive feedback on their increased likelihood to stop reoffending in the future. Those who successfully engage with supervision will stand a far greater chance of avoiding or reducing offending going forward.</p> <p>This is an indicator that illustrates how successful our services are at ensuring offender engagement to impact on offending.</p> <p>Managers of the Community Payback Team and the Service Review Group are working to address reasons for any decreasing trends and to find solutions.</p>
<p>Reduced use of custodial sentences and remand:</p> <p>Balance between community sentences relative to short custodial sentences under one year</p>	<p>During this reporting year the Criminal and Youth justice Service submitted 1022 reports and excluding supplementary reports, 93 from 713 resulted in a custodial outcome of less than 12 months. Percentage based this represents 13%</p> <p>Please see the column below under “No of short term sentences under a year”, for fuller information on our performance indicator and work going forward.</p>	

<p>The delivery of interventions targeted at problem drug and alcohol use [NHS Local Delivery Plan (LDP) Standard]</p>	<p>We do not capture data in relation to brief interventions but we do have DTTO's and a requirement within CPO's to address alcohol/drug use. The majority of individuals on Community Orders who have a substance misuse issue would have this addressed within their normal supervision requirement and this would be monitored and reviewed within their risk management plan or their care plan.</p>	<p>The impact of this work significantly benefits from the Criminal and Youth Justice Service being co-located with the NHS, Addictions Team and the Social work Addictions Team who are two of the key players in the West Lothian Drug Care Partnership. The co-location enables a targeted and focused delivery of services and an overall quick response to crisis.</p>
<p>Number of Police Recorded Warnings, police diversion, fiscal measures, fiscal diversion, supervised bail, community sentences (including CPOs, DTTOs and RLOs)</p>	<p>Most of the figures here are reported in the Annual Aggregate Return for the Criminal and Youth Justice Service and include:</p> <p><i>Number of Diversions from Prosecution: 114</i> <i>Number of requests from court for Bail Information: 13</i> <i>Number of Bail Supervision cases commenced: 8</i> <i>Number of Fiscal Work Order Assessments undertaken: 15</i> <i>Number of Fiscal Work Orders commenced: 4</i></p> <p>We don't report on RLO's as we don't supervise these.</p>	
<p>Number of short-term sentences under one year</p>	<p>This indicator was developed in 2018-19 to reflect the intention of the Scottish Government to legislate for a presumption against sentences of 12 months or less. The numbers in West Lothian are relatively low and the minimal increases are due to serious offences being committed. Performance Indicator: "Percentage of Criminal Justice Social Work reports resulting in a custodial sentence of 12 months or less."</p> <p>In 2018-19 performance stood at 6.81%. By 2019-20 this had reduced to 6.19%. Overall custodial sentences remain low and there is a high use of CPO's which accounts for the reduction in the use of custody. The baseline target for 2020-21 remains at 7% but as the policy takes effect the performance target will lower as the number of Community Payback Orders increases.</p>	<p>The Criminal Justice Team works to provide packages to keep those within the community where at all possible (risk and need dependent.) Given the better outcomes from community sentences, the team is constantly reviewing and developing the service to provide further opportunities and collaborative working with other agencies including the third sector to broaden our service.</p>
<p>Other information relevant to National Outcome Four</p>		

Young people Who Offend

- To ensure that those involved in the justice system are engaged in education-aligned to “Preventing Offending”-Youth Justice Strategy for Scotland, we have included the following Performance Indicator in our Action Plan: [“Percentage of children and young people open to the Youth Justice Team engaged in appropriate education.”](#)

With the known risks of offending and reoffending where a young person is not involved in education, it is important to ensure that those at risk or involved in offending receive an appropriate educational input. An initial meeting has taken place to set up processes for data collection for this PI. The individual team meetings planned have been postponed due to the pandemic and so this information will be delayed.

- We are developing a training programme to ensure that all Criminal and Youth Justice staff are trained in the Whole System Approach and the wider Community Justice agenda. This action is due to be completed in March 2021. Our planning has commenced and been developed with our Business Support Team. It is also planned to include the recently released training from Community Justice Scotland (National Outcomes and Standards and Community Payback Orders) on the Knowledge Hub.

Women Who Offend

- We are reviewing our Almond Project to enable it to respond to Presumption Against Short Sentences (PASS) and the anticipated increase in Community Payback Orders. Our measure of success here will be that the project is well designed to assist in the delivery of PASS and to ensure those women to do not reoffend. The progress made here has been the roll out of a drop-in day for new referrals to supplement our existing services. This new service was ready to start at the beginning of April 2020.
- Mental health is identified as a key issue in women’s offending. The Almond Project works with women to improve their mental health and wellbeing which in turn will help them to avoid future offending. [Performance Indicator: “Percentage of women with mental health issues receiving Almond Project support who report improvement in mental health and wellbeing.”](#)

From Quarter 1 in 2018-19 - Quarter 4 in 2019-20 there has been 100% engagement in 7 quarters, with 96% in one quarter. Since the start of the Almond Project, levels of engagement have remained high with this anticipated to continue due to the intensive support provided by the Project. The number of women represented in the stats above is on average 30 per quarter.

- We are developing the capacity of our service to manage the demands from increased use of bail and reduction in the use of remand with supervised bail now being available and operational for women in the justice system.

Response to Violent Crime

- We have completed our Action (due April 2020) to introduce a Domestic Abuse Perpetrator’s Programme. Training has now finished and the “Up2U” programme has started (mid-February 2020.) It runs on Sundays and provides a comprehensive service for many clients. During the next year we will report on the use of this programme within the following [Performance Indicator:” Percentage of perpetrators of domestic abuse who successfully complete a CPO.”](#)

Our planned impact is that we will have a robust justice response to those subject to community supervision in line with “Equally Safe”, the national strategy to reduce violence against women and girls.

NATIONAL OUTCOME FIVE

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

Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
<p>Individuals have made progress against the outcome</p>	<p>One of our five priorities in the West Lothian Community Justice Strategic Plan 2019-24 and the associated Action Plan 2019-21 is IMPROVING STABILITY AND LIFESTYLES and this priority sits within National Outcome 5 and is reported on in this section.</p> <p>KEY OUTCOME: Offenders receive access to key services to sustain stability</p> <p>STRETCH AIM: Those with convictions maintain engagement with services</p> <p>We are working to ensure that all of those preparing to leave prison and those on Community Payback Orders have access to a benefit's check before release and to improve pathways to this service in the community.</p> <p>Performance indicator: "Number of offenders that receive a benefit's check at HMP Addiewell and in the community."</p> <p>From April--December 2019, 63 offenders were seen at HMP Addiewell, 12 ex-offenders were seen in the community and the total income generated for offenders during this period was £72,872. This PI is in our Action Plan 2019-21 and we have a further PI in our Community Justice Partnership Performance Framework: "Percentage of offenders receiving support to maximise income."</p> <p>This is a new indicator with data being gathered from 2019-20 through end of order exit surveys. In 2019-20 there were 75 surveys collected. 31% (20 from 65 who responded) indicated that they had received support to maximise income. Improved levels of support will be in place from 2020-21 going forward so it is hoped this will increase over the course of the Community Justice Strategy 2019-24. An initial target has been set at 30% but this will be reviewed over the coming years.</p>	<p>This performance indicator is not due to be completed until March 2021 to enable work with the Anti-Poverty, Welfare Advice Manager and HMP Addiewell to further streamline the pathways to financial inclusion and ensure that those with access to Community Justice have a reasonable level of income in order to support desistance from offending.</p>

	<p>Housing, Customer and Building Services are working to ensure we meet “Sustainable Housing on Release for Everyone” (SHORE) standards. We aim to meet the SHORE standards by March 2021. We have had a presentation at the Community Justice Partnership meeting to set out the SHORE standards and to look at how best to collate the information. We will report on the following in next year’s annual return. Performance indicator: “Percentage of those leaving custody with an identified address.”</p>	<p>The Community Justice Partnership recognises the impact that having appropriate and sustainable housing has on reducing offending and reoffending and seeks to ensure that those leaving custody have an identified address.</p>
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NATIONAL OUTCOME SIX
 People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities

Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
<p>Individuals have made progress against the outcome</p>	<p>The key elements within this national outcome are managed through statutory orders.</p> <p>We have reviewed our Unpaid Work Strategy and our fresh plan "<i>Criminal Justice Unpaid Work Placement Priority Plan 2020-24</i>" reflects the changes in how unpaid work is ordered and delivered in relation to Court orders. One of our four priorities in the plan relates to National outcome Five "Reducing the Risk of Poverty and Social Exclusion."</p> <p>We held an Employability Forum in early March 2020 which was attended by the Principal of West Lothian College, Social Policy, Skills Development Scotland, Planning, Economic Development and Regeneration, Education, Planning and Area Services. A number of actions were identified for each attendee including Adult Learning to be actively pursued, costs and available courses at WL College to be identified and upskilling /training of staff required to fit clients to skills and provide the necessary qualifications.</p> <p>Performance indicator: "Percentage of offenders who receive an employability intervention."</p> <p>We have completed 50% of our planned action here with the provision of the "<i>Criminal Justice Unpaid Work Placement Priority Plan</i>" and going forward we will use this PI to record our stats. This action is due for completion in March 2021.</p>	<p>The development of self-regulation through social peers and activities is promoted.</p> <p>As we prepare for the anticipated increase in numbers with the expectation of PASS, we are using this Plan as a basis to develop our systems for collation of employability and skills data from those who carry out unpaid work.</p> <p>The focus of the forum was to identify actions that would help us ensure that skills being developed in the community and in custody will translate to employment.</p> <p>Our performance indicator is not due to be completed until March 2021 however a measure of our success will be that we have clear pathways and opportunities for those with convictions to access employability, support and opportunities. Our impact so far has been a clear mandate from the results of our Unpaid Work consultation (reported under National Outcome one) in that service users are very positive about our service.</p>

NATIONAL OUTCOME SEVEN Individuals' resilience and capacity for change and self-management are enhanced		
Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Individuals have made progress against the outcome	<p>Our West Lothian Community Justice partners below provided courses to enhance resilience and capacity for change. WLDAS planned and delivered two lifestyle group work programmes in tandem with other partner agencies. WLDAS and the West Lothian Circle project delivered an 8 week 'Living Life to the Full' group work programme. This intensive programme was successfully completed by 7 service users.</p> <p>In November – December 2019 WLDAS and Change, Grow, Live, jointly delivered a 'Coping Skills Group' for individuals with addiction problems. Starting with 12 referrals; 8 service users successfully completed the programme.</p> <p>Families Outside worked for 75 hours with a woman (B) and her son (C.) B was estranged from her own family. She was referred to FO by the prison Visitor's Centre as there was concern around the relationship between mother and son due to the deep isolation that B was experiencing. She was also in denial of her husband's sexual offence. C was failing to thrive and not attending school for reasons related to his father's imprisonment. <u>Families Outside arranged the following:</u></p> <ul style="list-style-type: none"> ○ Collaborative work with Barnardo's (psychiatrist) and Education to provide support plans, acquired a place in the community for C to attend summer camp activities and a football camp. He was also 	<p>All attendees reported personal progress in self-confidence, self-esteem/worth, assertiveness and motivation. In addition, all the attendees moved on after the group to take up new activities, such as, walking, craft, exercise routines or community clubs.</p> <p>Improvements were made as individuals progressed through the programme. Increased motivation to change and maintain change was achieved by all attendees who completed the course and this was illustrated in end of programme service user evaluation forms.</p> <p><u>Additional information</u> Both groups allowed service users to achieve increased levels of stability in their lives, and build resilience and personal self-management. Some individuals were encouraged to get involved in training or voluntary work to further improve their capacity for change.</p> <p>C's confidence and attainment have grown and he has made friends and is now much happier and thriving at school.</p>

	<p>made a prefect and put forward to be a Children's Rights Representative</p> <ul style="list-style-type: none"> ○ Attended Integrated Case Management Meeting with B in collaboration with the Criminal Justice Social Worker. B suffered extreme anxiety before these meetings ○ Weekly home visits for support ○ Food Bank provision organised on 4 occasions when B had to stop work due to physical ill health and Universal Credit issues dealt with ○ A free holiday for B and C from a Holiday Association ○ Discussions with the Home Office and lawyers regarding possible deportation of prisoner ○ Complimentary theatre and activity tickets provided for B and C in the school holidays ○ Support during Covid-19 lockdown with weekly phone calls, emails and immediate updates of SPS news which included Prison Voicemail, activities to support C's learning with resource websites, electronic payment of money into prisoners' accounts, mobile phone usage and Virtual Visits. 	<p>B's confidence improved and her anxieties and fear reduced. She received emotional support around her husband's imprisonment.</p> <p>The family feels included and engaged by understanding the prison process. They also feel supported, consulted and their wellbeing has improved significantly.</p>
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5. Priority Areas of Focus

1. The Three Main Areas of Focus for the Partnership-National Outcomes 4, 3 and 5

National Outcome Number 4

Effective interventions should be delivered to prevent and reduce the risk of further offending

Within this National Outcome West Lothian is focusing on three community justice priorities:

- ❖ Young People who Offend
- ❖ Women who Offend
- ❖ Response to Violent Crime

National Outcome Number 3

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

Within this National outcome West Lothian is focusing on one community justice priority:

- ❖ Health and Substance Misuse

National outcome Number 5

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

Within this outcome West Lothian is focusing on one community justice priority:

- ❖ Improving stability and lifestyles

The three main areas of focus have been described and examined in the content of the report however it is important to explain the reasons for the choices that have been made.

2. Reasons for Choice of Main Areas of Focus

Our Vision for Community Justice Services in West Lothian, embedded in our Strategic Plan 2019-24 is “Making our communities safer and more resilient” and “Supporting people with criminal convictions to change their behaviour and become valued citizens.”

Reflecting this Vision is the West Lothian Community Planning Partnership’s LOIP and the two outcomes that are identified as most significant for the Community Justice agenda:

- ✚ We live in resilient, cohesive and safe communities
- ✚ People most at risk are protected and supported to achieve improved life chances

Strategic Context: West Lothian

The Strategic Plan is aligned to existing plans and strategies across the West Lothian Community Planning partnership area including the West Lothian LOIP 2013-23, Corporate Plan, Regeneration Framework 2013-34, Children’s Services Plan 2017-20, Anti-Poverty Strategy 2018-23 and Local Police Plan 2017-20.

Inequalities

West Lothian has 239 datazones, 16 of which lie within the worst 15% of the Scottish Index of Multiple Deprivation. In the last few years the number of households that are in poverty has increased and there has been an increase in income and employment deprivation in the most deprived SIMD zones in West Lothian. The continuing economic downturn and political changes around welfare reform have increased employment deprivation, financial hardship and homelessness especially in areas where there is reduced resilience. It is these significant recurring issues that feature in the lives of many people who have committed offences and they require a wide variety of responses that are key to our priorities.



The areas of focus we have chosen for the Partnership activities in our Strategic plan and the associated Action Plan reflect the vision for Community Justice in West Lothian to make our communities safer and more resilient and to support people with criminal convictions to change their behaviour and become valued citizens.

6. Case Studies

A paper was written by our Early and Effective Intervention Service in March 2020 and the case studies are provided from this work. The analysis explains our changes in the EEI service and why we have made them. Working alongside the Community Justice Partnership this demonstrates work that has an impact on National Outcomes, especially National Outcomes 2 and 4 shown above in this report. Our findings so far show that for those that have received an EEI intervention, there is a very low re-referral rate for offending but also a low re-referral rate for wider social, welfare and other causes. Going forward we will use this data to monitor our offending and reoffending numbers but also to look at each individual holistically and see what difference/ improvements any intervention made in their lives and wellbeing generally.

Early and Effective Intervention (EEI) Performance Framework

Introduction

Our EEI Service is dynamic and always subject to review and we have used this opportunity to provide a more comprehensive narrative about how our outcomes are being achieved and how they affect the wider youth justice service.

It is our intention (although there are caveats to be applied as with all performance data collected,) to produce a more meaningful picture of how we should invest our services in this area to get the outcomes we want from our EEI service.

Our previous performance framework for EEI centred round the number of young people receiving an intervention that went on to reoffend within the following 12 months. This data is no longer available due to operational changes within Police Scotland and West Lothian Council however, it acted as a catalyst for us to change and widen our recording and analysing methods.

Our new Model and Methodology

It is considered that the recording of reoffending rates for our cohort of children and young people with multi-factorial problems is too narrow an area to base all our findings on, although it is of course our main aim to reduce and stop offending and reoffending. Instead we wanted a method to record our more holistic approach to the problems that they present with. Accordingly, much fuller data is taken from the information provided to the meeting from our multi-agency resources which include Social Policy, Education and Police Scotland. The resulting information and record of the decision made at the EEI meeting is incorporated into our EEI database by using the following wellbeing indicators as headings for each area of discussion:

Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.

The data recorded is all relevant information available to the group from the current police report to any other factors /issues in the young people's lives, enabling a decision to be made addressing the presenting needs that are the underlying causes of the offending. While our previous model also looked at the above with a view to tackling the underlying causes of the offending, there was a much narrower recording system not allowing sufficient interrogation at a later stage to take a more holistic picture of their progress with the original causal effects as well as looking at the reoffending rates.

Caveats

It is not a black and white area that we are dealing with and no two young people are the same although many of the Adverse Childhood Experiences and multi-factorial reasons for offending are well known and researched. Each person will have different causal effects and instances of these adverse situations and different weightings on how they react or deal with them.

We have no control over the environment that this client group are in for most of the time so in some circumstances we can have limited effect and in addition by its nature this client group is often the most disadvantaged in society.

Data Recorded and the new Performance Indicator

Our new performance indicator is: Percentage of EEI cases 8-17 years who do not become known to the Youth Justice team within 12 months. There are now 9 months of this new dataset available which can be analysed over the next 12 months. For the 3 quarters from 1 April - 31 December 2018: 75 out of 80 young people did not go on to become known to the Youth Justice Team over the next 12 months. Accordingly, 5 out of 80 young people did go on to become known to the Team over the same period.

Further information, breakdown and analysis of results for our cohort

For the purposes of this paper I've looked at each individual case for any re-referral until March 10 2020- giving a much longer period than that specified in the performance indicator, to maximise the results of the findings at this point in the new analysis.

A summary of the offences the young people were charged with and presenting at EEI were as follows: Assault including assault to injury X17, Possession of drugs including ecstasy X3, Carrying a knife X2, Road Traffic Offences X5, Sexual offences X2, Fraud X1, Theft by Shoplifting X5, Breach of the Peace X 6, perverting the course of justice X1 and Vandalism X3.

A summary of the agencies providing an intervention were as follows:

Police Scotland (included warning letters and restorative justice warnings,) EEI warning letters, West Lothian Youth Action Project, Education, Children and Young People's Team, Scottish Fire and Rescue Service, West Lothian Drug and Alcohol Service including their bereavement service, SCRA, Youth Justice Team and Mental Health and Mental Wellbeing Group.

The first quarter April-June 2018 analysing the results to March 10 2020

- ***Percentage of EEI cases receiving an intervention who do not become known to the C&YJ Team in the period of analysis -88% (30/34)***
- ***Percentage of EEI cases receiving an intervention re-referred for reasons other than offending in the period of analysis -29% (10/34) The reasons for the re-referrals are as follows- Victim of an offence X2, Lack of Parental care/child protection matters including domestic abuse x4, Sexualised behaviour after a severe brain injury X1, Mental Health x1, poor educational attainment X1, behavioural issues in school x1***
- ***Percentage of EEI cases receiving an intervention who have no further involvement with any of our services -58% (20/34)***

7. Challenges

- ✚ In West Lothian, as across the country nationally, the public sector continues to face challenging financial constraints as we try to keep services open, develop our commissioning plans and leverage our resources.
- ✚ Data collection-the way that data is collated across different services isn't uniform and can be challenging to interpret and collate. In addition, the quarterly data that is required isn't always reflected in a way that can be easily extracted.
- ✚ Covid-19, again a national challenge is having a huge impact and will continue to do so going forward. Issues include the non-delivery of services that have had to be cancelled or postponed, large numbers of staff being redeployed to essential roles and areas of work where the workload has increased due to crisis management in the community.