



***“Working together to achieve the best with the people of  
East Dunbartonshire”***

# **Community Justice Outcome Improvement Plan 2017-2018**

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# 1. Foreword

## Chair of East Dunbartonshire Community Planning Partnership

We are delighted to present the first Community Justice Outcomes Improvement Plan (CJOIP) developed by a range of community justice partners on behalf of the East Dunbartonshire Community Planning Partnership. This one year plan for 2017-2018 sets out how we intend to continue to build on the firm base that we have established to help create safer and stronger communities here in East Dunbartonshire. What we learn from our improvement activity will inform our future plans and actions.

Community justice is defined by the Scottish Government as “the collection of agencies and services in Scotland that individually and in partnership work to manage offenders, prevent offending and reduce reoffending and the harm it causes - to promote social inclusion, citizenship and desistance”. The outcomes we have identified for Community justice will be supported by effective local planning and delivery of services by a range of partners in the public and third sector.

Improving communication, consultation and participation is the key to success of the new local model for community justice. East Dunbartonshire Community Planning Partners have a strong track record of consulting with communities about the issues that they face. We evidence that we listen and that we are committed to working alongside our communities in dealing with the impacts of crime.

We demonstrate that the actions we take are reflected in real improvements in communities and in the lives of those who live there. East Dunbartonshire Community Planning Partners (ED CPP) share a responsibility and commitment to creating safe and attractive communities in which people want to live, work and visit. We will ensure we capitalise on what we do well and that our local CJOIP delivers on the principles laid out in the National Strategy for Community Justice:

People must be held to account for their offences, in a way that recognises the impact on victims of crime and is mindful of risks to the public, while being proportionate and effective in preventing and reducing further offending

Re-integrating those who have committed offences into the community and helping them to realise their potential will create a safer and fairer society for all

Every intervention should maximise opportunities for preventing and reducing offending as early as possible, before problems escalate

Community justice outcomes cannot be improved by one stakeholder alone. We must work in partnership to address these complex issues

Informed communities who participate in community justice will lead to more effective services and policies with greater legitimacy

High quality, person-centred and collaborative services should be available to address the needs of those who have committed offences, their families, and victims of crime

This CJOIP is founded upon a clear understanding that antisocial behaviour often has to be addressed in the wider context of communities experiencing a variety of complex social and economic problems. This perspective is reflected in the priorities and actions set out in this plan and allows for a clear focus on meeting the needs of and empowering our local communities.

## 2. East Dunbartonshire Community Planning Partnership Vision for Community Justice

East Dunbartonshire Community Planning Partnership (ED CPP) recognises that improving outcomes and delivering better services requires the active input and collaboration of a wide range of partners. The strong partnership in place locally has focused on delivery and improvement across six key priority areas:

- Outcome 1 – Economic Development
- Outcome 2 – Employability
- Outcome 3 – Delivering for Children and Young People
- Outcome 4 – Community Safety (Safer, Stronger Together from April 2017)
- Outcomes 5 and 6 – Health and Social Care

Scrutiny of progress takes place through our Community Planning Partnership Board.

The Community Justice (Scotland) Act 2016 provides a welcome opportunity to build on our progress, strengthen our partnership working and community participation, and ensure a focus on equity and resilience across all communities in East Dunbartonshire.

Within the national context the local ambition states:

### ***East Dunbartonshire is a safer, fairer and more inclusive place where we:-***

- prevent and reduce further offending by addressing its underlying causes; and
- 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

Improving outcomes for community justice is linked across all the ED CPP outcome priority groups noted above.

The new responsibilities on ED community justice partners, which take effect from April 2017, provide an opportunity to reflect on our existing services, refocus our local planning arrangements and activity towards improving outcomes to best meet the needs of our citizens and communities.

This Community Justice Outcomes Improvement Plan (CJOIP) provides the high level framework for improving outcomes for the period 2017-2018. It details the local outcomes/priorities and the specific actions to deliver improvements. Our Local Outcomes Improvement Plan (LOIP) will be updated to reflect the new legal requirement for community justice planning and improvement.

Accompanying the Act is a National Strategy for Community Justice<sup>1</sup>; Outcome, Performance and Improvement Framework<sup>1</sup>; and, Guidance<sup>1</sup>. The Care Inspectorate, *A guide to self-evaluation for community justice in Scotland*<sup>1</sup>, provides an overarching framework for self-evaluation. These supporting documents will underpin our approach to community justice in East Dunbartonshire.

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<sup>1</sup> <http://www.gov.scot/Publications/2016/11/5600> (National Strategy for Community Justice – 2016)  
<http://www.gov.scot/Publications/2016/11/3701> (Outcomes, Performance and Improvement Framework – 2016)  
<http://www.gov.scot/Publications/2016/11/4628> (Guidance for Community Justice – 2016)

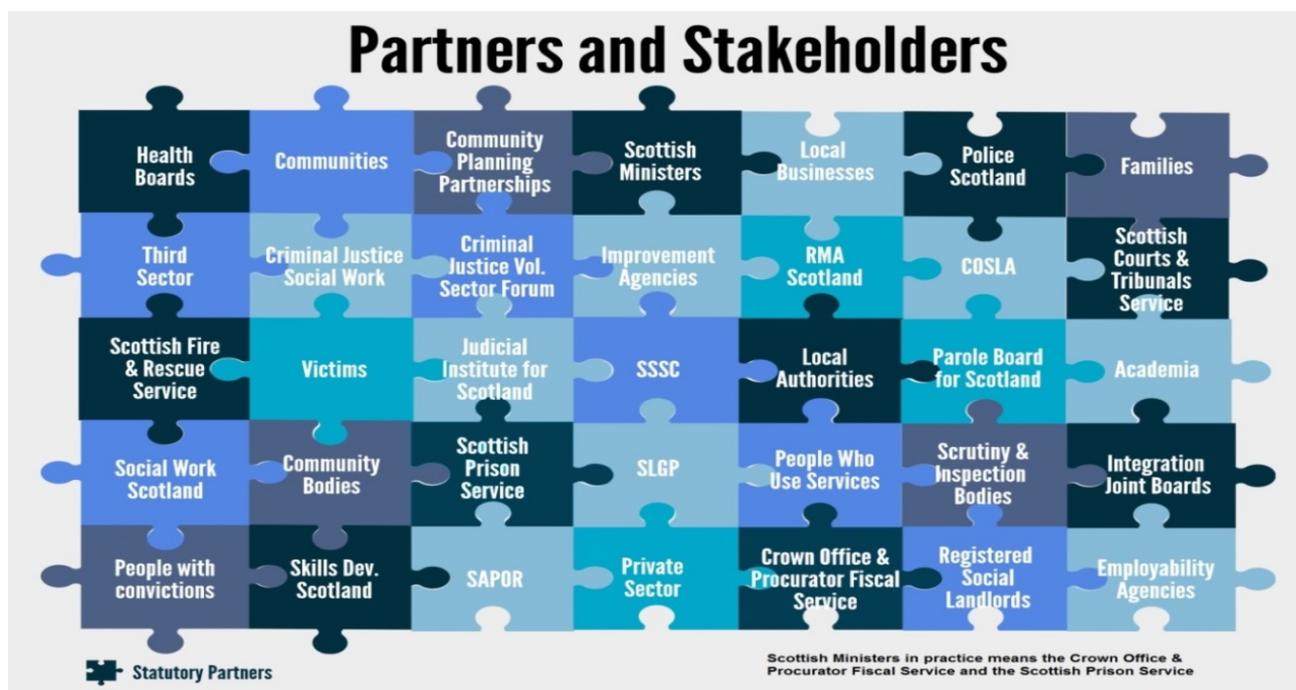
The National Strategy for Community Justice (2016) provides the following definition of community justice:

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

This definition recognises the wide range of partners, stakeholders and services required to deliver improving outcomes in relation to community justice. The organisations named as statutory partners within the legislation are noted below, they have a legal duty to engage with improved planning and service delivery processes and to report annually on their progress towards delivering the East Dunbartonshire CJOIP:

- Local Authority
- Health Board
- Scottish Prison Service
- Skills Development Scotland
- Scottish Courts and Tribunal Service
- Integration Joint Board (Health and Social Care)
- Police Scotland
- Scottish Fire and Rescue Service
- Crown Office and Procurator Fiscal

In order to improve community justice outcomes, resulting in safer communities, working in partnership extends across and beyond the community justice statutory partners as shown below in this graphic taken from the National Strategy:



These named community justice partners already contribute significantly to improving outcomes towards safer communities. A summary of this activity can be found at Annex A.

Community justice is a strand of the Scottish Government’s wider justice improvement programme which contributes towards national outcomes and is relevant to all ED CPP local

outcome groups aimed at improving safety in our communities. The table below reflects the national outcomes which underpin this improvement framework:

Scottish Government National Outcomes

We experience low levels of crime	We experience low levels of fear, alarm and distress	We are at a low risk of unintentional harm	Our people and communities support and respect each other, exercising both their rights and responsibilities
We have high levels of confidence in justice institutions and processes	Our public services are fair and accessible	Our institutions and processes are effective and efficient	Our public services respect the rights and voices of users

The Scottish Government four pillars of public sector reform are also relevant to the community justice improvement activity, these are:

- **Prevention** - Reduce future demand by preventing problems arising or dealing with them early on. To promote a bias towards prevention, help people understand why this is the right thing to do, the choices it implies as well as the benefits it can bring.
- **Performance** – To demonstrate a sharp focus on continuous improvement of the national outcomes, applying reliable improvement methods to ensure that services are consistently well designed based on the best evidence and are delivered by the right people to the right people at the right time.
- **People** – To unlock the full creativity and potential of people at all levels of public service, empowering them to work together in innovative ways. We need to help create ways for people and communities to co-produce services around their skills and networks.
- **Partnership** – To develop local partnership and collaboration, bringing public, third and private sector partners together with communities to deliver shared outcomes that really matter to people

There are strong links between the intentions of the Community Justice (Scotland) Act 2016 and the Community Empowerment (Scotland) Act 2015. Both place a legal requirement on public bodies to improve community consultation and participation.

In this challenging new era, we have more to do with less. This requires new ways of working through partnerships with service providers and communities to ensure that our services are joined up and responsive to need.

**It is important to note that this first improvement plan is building on the existing extensive range of activity and engagement already being delivered by partners and stakeholders within East Dunbartonshire. This activity contributes towards supporting, managing and supervising people who have committed offences, providing services to victims of crime and engaging with communities on the causes, prevalence and impact of crime.**

### 3. Community Justice Outcomes

There are seven national outcomes defined in the National Strategy for Community Justice, reflecting the need to improve what and how we deliver as partners as well as impacting on the individual and communities. These outcomes are detailed below:

Structural Outcomes (Partners)	Person-Centric Outcomes (Citizens)
Improved Community Understanding and Participation	Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed
Strategic Planning and Partnership Working	People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities
Equal Access to Services	
Effective Use of Evidence-Based Interventions	Individuals' resilience and capacity for change and self-management are enhanced

The structural outcomes above will be the main focus of our improvement programme during 2017-2018. Activity related to the person-centric outcomes during 2017-18 will focus on collating what we currently do across this diverse range of organisations to monitor progress of an individual. From 2018 onwards, we will work with Community Justice Scotland to enhance our learning and then develop a performance reporting framework.

ED CPP community justice partners' continuous improvement programme will bring together the wide range of key partners required to improve outcomes which focus on the following:

- Victims of crime and their families
- People with convictions and their families
- People who live in the community
- Community bodies
- Local businesses

The Community Justice (Scotland) Act 2016 also details the pathways within the criminal justice system where the main improvement activity must be focussed; these are noted below:

- At point of and following arrest
- Through prosecution/while on remand
- Disposal (community-based sentences)
- Disposal (custody)
- From custody to community reintegration

Whilst each of these pathways is managed by a number of the statutory partners, as noted in the diagram in Annex A, a much wider range of stakeholders must input to improve community justice outcomes.

Our initial improvement activities during 2017-18 are focussed on strengthening our strategic planning and communication foundations; these are the building blocks towards a new model for community justice in East Dunbartonshire. An annual improvement activity schedule will be developed, consulted on and implemented by ED CPP community justice partners. The CJOIP will be updated in line with ongoing national developments, these include:

- The extension of the presumption against short term sentences
- The reduction in the use of remand
- The implementation of changes to the Scottish Prison Service women's estate
- The expansion of electronic monitoring
- The review of Crown Office and Procurator Fiscal Services
- The Scottish Courts and Tribunal Service implementation of the Scottish Civil Courts Review

The potential impact of these national justice developments on local community justice strategic planning and delivery should not be underestimated. They are highly likely to increase demand on community-based resources, including workforce and finance.

ED CPP community justice partners will monitor, review and report on the impact, maintaining communications with Scottish Government through individual partner bodies, Scottish Government strategic groups and Community Justice Scotland.

With the support of Scottish Government funding, during 2016-2017 research and improvement activity scoping work was carried out. Involving strategic and operational leads from all named partner bodies and third sector interface leads, this focussed on the criminal justice pathways and the findings and progress from this transitions work have informed our improvement activity from April 2017 – March 2018. A summary of the learning points are included within Annex C of this Plan.

This managed approach will ensure that we set upon our performance improvement activity in a measured and achievable way. Each year we will publish our ED CPP community justice progress report alongside our LOIP annual report.

All of our activity is supported and underpinned by our significant focus on community empowerment, development and capacity building.

## 4. Reducing offending and reoffending

In order to address the underlying causes of offending behaviours, research shows that a range of complex areas of needs should be assessed. Interventions should be provided to reduce the impact of crime on our citizens and communities; and to promote reintegration and positive citizenship.

The National Strategy for Community Justice (2016) provides a range of supporting evidence for reducing re-offending:

***“The evidence on what works to reduce reoffending is clear; standalone interventions and access to services are unlikely to reduce reoffending on their own so mentoring should be seen as part of a holistic service where (people with convictions) are offered a range of services and interventions to meet their needs.”***

Source: Scottish Government, What Works to Reduce Reoffending: A summary of evidence, 2011

### Crime Rates

In common with most areas across Scotland, East Dunbartonshire has benefited from a reduction in overall levels of reported crime since 2006-07, a reduction of 46%<sup>2</sup>. Nonetheless, in the same period an increase of 23% in the number of recorded incidents related to domestic abuse<sup>3</sup>.

East Dunbartonshire is regarded as a safe place to live with the level of crime being significantly lower than the Scottish average with 493 crimes and offences per 10,000 of the population in 2015/16 compared to the Scottish average of 1,090.

The rate of crime per 10,000 of the population in East Dunbartonshire was lower than the Scottish average in all categories shown in the table below.

Source: East Dunbartonshire Area Profile (Table 29)	Non sexual crimes of violence	Sexual crimes	Crimes of dishonesty	Fire-raising, vandalism, etc.	Other crimes	Motor vehicle offences	Misc. offences
Scotland	13	19	216	101	110	317	314
East Dunbartonshire	6	7	126	52	53	112	135

Although there has been a steady rise in the number of Community Payback Orders overall during the period 2014 - 2016, there has been a rise in unpaid work from 13,000 to 20,000 hours. This is an additional 7,000 hours of work being undertaken in the East Dunbartonshire area to benefit the community.

The Scottish Government Justice Analytical Service is predicting an increase in sexual offence convictions over the next three years due, in the main, to the societal responses to historical sexual abuse enquiries and awareness due to enhanced media attention. Their scenario prediction is as follows:

- Year 1 – 10% increase      Year 2 – 10% increase      Year 3 – 5% increase

<sup>2</sup> <http://www.gov.scot/Publications/2016/09/2960/downloads> Recorded Crime in Scotland, 2015-16

<sup>3</sup> <http://www.gov.scot/Publications/2016/10/2442/downloads> Domestic Abuse recorded by Police in Scotland, 2015-16

ED CPP proposed improvement activity will include a review of trends and evidence, this information will allow community justice partners to identify areas for priority and agree how targeted interventions will be delivered.

The diagram below is contained within the National Strategy for Community Justice (2016) and provides the framework for improving assessment, service access and ultimately outcomes for those who are impacted by crime:



Our improvement activity in the future will contain actions that ensure that ED CPP community justice partners move towards enhanced assessment, monitoring, recording and reporting of an individual citizen's progress in relation to offending and re-offending.

Again, we expect this to impact at a resource level and we will work together to maximise the use of existing resources, identifying and reporting gaps and challenges to the Scottish Government.

## 5. East Dunbartonshire Community Justice Priorities and Activity

### 5.1 Improve Community Understanding and Participation

ED CPP is developing a refreshed approach to community engagement and participation during 2017-2018. Community justice improvement activity will be a key element within this developing ambitious new model of engagement.

The National Strategy for Community Justice (2016) defines the importance of communities within the new model:

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

East Dunbartonshire community justice partners have agreed the priority improvement activity noted below for 2017-2018. Annex B of the CJOIP provides detail of the priority actions and the monitoring indicators that we will use to ensure progress towards the new model for community justice is maintained:

National Outcome 1 <i>(National Strategy Section 4)</i>	Communities improve their understanding and participation in community justice
East Dunbartonshire CJ Priority 1	Improve community participation and understanding in community justice
East Dunbartonshire Improvement Activity	<p>Develop and agree proposals to include community justice in ED CPP Community Engagement and Participation Model</p> <p>Scope the support communities need to engage meaningfully with the new model for community justice</p> <p>Develop the community justice evidence base</p> <p>Develop and agree local indicators to be utilised to monitor progress within the new community justice model</p> <p>Be mindful of the importance of language</p>

## 5.2 Improve Strategic Planning and Delivery

ED CPP has in place a reporting and scrutiny process, as noted in Section 2 of this Plan. Community Justice crosses over all six priority areas and our programme of improvement activity will be included within these.

The National Strategy for Community Justice (2016) defines the critical importance of effective community justice partnership working as:

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

East Dunbartonshire Community Justice Partners have agreed the priority improvement activity noted below for 2017-2018. Annex B of the CJOIP provides detail of the priority actions and the monitoring indicators that we will use to ensure progress towards the new model for community justice is maintained:

National Outcome 2 <i>(National Strategy Section 5)</i>	Partners plan and deliver services in a more strategic and collaborative way
East Dunbartonshire CJ Priority 2	Improve strategic planning and delivery
East Dunbartonshire Improvement Activity	<p>Agree ED CPP governance arrangements for community justice</p> <p>Integrate non-statutory partners into community justice planning structures and processes</p> <p>Implement a process of Care Inspectorate self-evaluation for community justice, <i>How Good Is Our Leadership</i></p> <p>Implement and develop a Community Justice Outcome, Performance and Improvement framework to monitor and report progress</p> <p>Help workforces understand how they, and other partners, contribute to community justice outcomes</p> <p>Contribute to the development of the Community Justice Scotland Strategy for Innovation, Learning and Development</p> <p>Build effective links with children’s services planning</p> <p>Support and assist the development of strong multi-agency public protection arrangements (MAPPA)</p>

## 5.3 Improve Access to Services

ED CPP community justice partner organisations/bodies already deliver a significant contribution to supporting individuals to access services and overcome barriers. A summary can be found at Annex A of this Plan.

The National Strategy for Community Justice (2016) explains why improving access to services is critical for improving local outcomes:

***“Reoffending is a complex social issue and an individual’s likelihood of desistance can be significantly affected by structural factors such as timely access to housing, health and wellbeing, financial inclusion and employability. Furthermore, people who have committed offences may present complex and multiple needs, or require support in order to engage effectively with necessary services.***

***Victims of crime and families can also face a number of barriers to accessing services including stigma, a lack of information about services, transport challenges and a lack of available services. In some instances, these groups may be ineligible to access particular services due to restrictive criteria such as geographical boundaries or level of crisis”***

East Dunbartonshire community justice partners have agreed the priority improvement activity noted below for 2017-2018. Annex B of the CJOIP provides detail of the priority actions and the monitoring indicators that we will use to ensure progress towards the new model for community justice is maintained:

National Outcome 3 <i>(National Strategy Section 6)</i>	People have better access to the services they require, including welfare, health and wellbeing, housing and employability
East Dunbartonshire CJ Priority 3	Improve access to services
East Dunbartonshire Activity	<p>Engage with the children and families of people who have committed offences</p> <p>Support the development of effective mentoring and “through-the gate” models</p> <p>Facilitate the early assessment of individual housing need</p> <p>Improve access to financial and welfare advice services</p> <p>Every contact in the community justice pathway should be considered a health improvement opportunity</p> <p>Remove barriers to the recruitment of people with convictions</p>

## 5.4 Improve Understanding and Use of Evidence-Based Interventions and Person-Centric Outcomes

ED CPP community justice partner organisations/bodies already deliver a significant contribution to supporting individuals through the use of evidence-based interventions. A summary can be found at Annex A of this Plan.

The National Strategy for Community Justice (2016) explains the effective use of evidence-based interventions is critical for improving local outcomes:

***“Evidence shows that short-term prison sentences do not work in terms of rehabilitating people or reducing and preventing further offending. More than this, they disrupt families and communities as well as greatly affecting employment opportunities and stable housing – the very things that support desistance from offending.***

***That is not a good use of public resources and it is a waste of human potential. Instead, our focus should be on community-based interventions that evidence shows are effective at reducing and preventing further offending”***

East Dunbartonshire community justice partners have agreed the priority improvement activity noted below for 2017-2018. Annex B of the CJOIP provides detail of the priority actions and the monitoring indicators that we will use to ensure progress towards the new model for community justice is maintained:

National Outcome 4 (National Strategy Section 7)	Effective interventions are delivered to prevent and reduce the risk of further offending
East Dunbartonshire CJ Priority 4	Improve understanding and use of evidence-based interventions
East Dunbartonshire Actions	Maximise opportunities for early intervention Capitalise on third sector interventions Maximise opportunities for the use of diversion

## 5.5 Person-Centric Outcomes

National Person – Centric Outcomes	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 Individual’s resilience and capacity for change and self-management are enhanced
East Dunbartonshire CJ Priority 5	Individual has made progress against outcome
East Dunbartonshire Activity	Scope and review how community justice partners currently assess an individual’s progress Begin development of a system to collate and report user experience, service evaluation and distance travelled Develop a reporting framework for inclusion in annual reporting

## 6. Performance Management and Self-Evaluation

The Scottish Government *Community Justice Outcomes and Performance Improvement Framework* will be the basis of monitoring and reporting on progress towards the New Model for Community Justice. The accompanying Care Inspectorate *A guide to self-evaluation for community justice in Scotland*<sup>4</sup> will assist ED CPP to underpin our commitment to continuous improvement and excellence in services.

A reporting structure and system to record and monitor CJOIP activity will be developed by ED Community Justice Partners.

A progress report will be prepared annually to allow partners to review and analyse performance against outcome targets. Local scrutiny of this performance report will highlight to partners any areas where delivery is not on track and encourage them to take any necessary remedial action.

Whilst local scrutiny will be the responsibility of Elected Members, national scrutiny will be supported by a new support body, Community Justice Scotland (CJS), established by the Scottish Government, The defined role of CJS is:

***“It will work closely with statutory community justice partners, the third sector and a range of other parties to provide support and leadership for community justice. The body will bring enhanced opportunities for innovation through the establishment of a Hub for the promotion of Learning and Development. It will also provide assurance to Scottish Ministers and Local Government leaders on the delivery of improved outcomes for community justice and provide improvement support as required”***

***“It is for the statutory partners locally to identify the local needs and priorities to be addressed in the local plan. Any best practice initiatives developed by local partners may be shared via Community Justice Scotland’s proposed Hub for Innovation Learning & Development”***

ED CPP will provide annual progress reports to Community Justice Scotland (CJS) and contribute to the national Community Justice *Strategy for Innovation, Learning and Development*. ED CPP will work together with CJS to ensure that a continuous improvement shift towards the new model for community justice in East Dunbartonshire maintains momentum.

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<sup>4</sup> <http://www.careinspectorate.com/index.php/community-justice>

## 7. Equalities

### **Equalities and Human Rights**

Public sector organisations (and others organisations carrying out public functions on their behalf) are bound by the General Equality Duty created by the Equality Act 2010 and by the Human Rights Act 1998 which sets out rights under the European Convention on Human Rights.

To ensure that the most effective use of evidence-based interventions is made, and that opportunities for positive outcomes are achieved, an Equalities Impact Assessment (EqIA) has been carried out to delineate the areas and elements within the CJOIP that we need to have due regard to when planning and delivering programmes and services.

The EqIA will help inform the additional equality impact assessment of action plan level projects, contributing to improvements. These will also fulfil the legal requirements on public sector organisations to assess the impacts of their policies and practices.

Human rights considerations which often cross cut with considerations stemming from the Equality Act 2010 are highly relevant to all aspects of community justice, for example decisions made in the course of supervising offenders in the community every day, at every level of practice, impinge on human rights.

Partners will therefore work together and use their knowledge and skills to address these two important drivers for fairness and equality.

## Other Formats & Translations

This document can be provided in large print, Braille or on CD and can be translated into other community languages. Please contact the Council's Corporate Communications Team at 12 Strathkelvin Place, Kirkintilloch, G66 1TJ. Tel 0300 123 4510

本文件可按要求翻譯成中文，如有此需要，請電 0300 123 4510。

اس دستاویز کا در خواست کرنے پر (اردو) زبان میں ترجمہ کیا جاسکتا ہے۔ براہ مہربانی فون نمبر 0300 123 4510 پر رابطہ کریں۔

ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮੰਗ ਕਰਨ ਤੇ ਪੰਜਾਬੀ ਵਿੱਚ ਅਨੁਵਾਦ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੈ। ਕਿਰਪਾ ਕਰਕੇ 0300 123 4510 ਫ਼ੋਨ ਕਰੋ।

Gabhaidh an sgriobhainn seo cur gu Gàidhlig ma tha sin a dhith oirbh. Cuiribh fòn gu 0300 123 4510

अनुरोध करने पर यह दस्तावेज़ हिन्दी में भाषांतरित किया जा सकता है। कृपया 0300 123 4510 पर फ़ोन कीजिए।







***“Working together to achieve the best with the people of East Dunbartonshire”***

**Annex A**

**Community Justice Outcome Improvement Plan**

**2017-2018**

## 1. East Dunbartonshire Statutory Community Justice Partners and Pathways

The Community Justice (Scotland) Act 2016 details community justice statutory partners that are responsible for the delivery of improved community justice outcomes. The Act also specifies the criminal justice pathways where this programme of continuous improvement must be focussed. The table below details the pathways and indicates whether a community justice statutory partner is currently involved in strategic and/or operational planning/delivery on a statutory or non-statutory basis:

Community Justice Statutory Partner	At point of and following arrest	Through prosecution/ while on remand	Disposal (community-based sentences and home detention curfew, MAPPA, etc.)	Disposal (custody)	From custody to community reintegration
Police Scotland East Dunbartonshire	✓	✓	✓	✓	✓
Crown Office and Procurator Fiscal Service		✓	✓	✓	
Scottish Courts and Tribunal Service		✓	✓	✓	
Scottish Prison Service		✓	✓	✓	✓
Integration Joint Board (HSCP)	✓	✓	✓	✓	✓
Greater Glasgow and Clyde Health Board	✓	✓	✓	✓	✓
Local Authority	✓	✓	✓	✓	✓
Scottish Fire & Rescue Service		✓	✓		✓
Skills Development Scotland	Skills Development Scotland offers and delivers a wide range of support to people within and out with the criminal justice pathways. The learning and development areas for community justice statutory partners are to maximise this significant resource to improve employability within the new model.				

## 2.0 Community Justice Statutory Partners and Stakeholders

### 2.1 Police Scotland East Dunbartonshire Local Policing Area (Greater Glasgow Division)

East Dunbartonshire Local Policing Plan is informed through well-established community consultation structures including the rolling Police Scotland *Your View Counts* online survey<sup>1</sup>. During 2017, following a period of consultation, an updated Local Policing Plan for East Dunbartonshire will be published by Police Scotland.

Police Scotland East Dunbartonshire are members of the East Dunbartonshire Community Planning Partnership (ED CPP) Board and associated outcome groups contributing extensively to our safer communities planning and delivery. Scrutiny reports can be found on East Dunbartonshire website: [www.eastdunbarton.gov.uk/council/committees-councillors/](http://www.eastdunbarton.gov.uk/council/committees-councillors/)

Key highlights of community justice transitions scoping work:

- Strong relationship established between Police Scotland East Dunbartonshire and local Health and Social Care Partnership (HSCP) Children and Youth Services to progress positive outcomes for prevention and early intervention
- Revised model of working for community police school link officers in partnership with Education and Health and Social Care Partnership (HSCP)
- Co-production Agreement awareness activity with East Dunbartonshire Council jointly tackling anti-social behaviour, under age sales, bogus callers, littering and dog fouling
- Strong relationship established with local businesses
- Disclosure Scheme for Domestic Abuse Scotland for females and males, supporting a preventative approach. This provides a system for enquiring about the background of their partner, potential partner or someone who is in a relationship with someone they know and there is a concern that the individual may be abusive
- Increased reporting for domestic abuse offences provides an opportunity to pursue justice for victims and to develop effective interventions with a wide range of partners. Daily screening and review processes are in place
- Joint protocol *Working Together for Victims and Witnesses* with Crown Office and Procurator Fiscal Service, Victim Support Scotland, Scottish Courts and Tribunal Service, and the Parole Board<sup>2</sup>

Police Scotland East Dunbartonshire contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

<sup>1</sup> [www.scotland.police.uk/your-community/greater-glasgow/east-dunbartonshire/](http://www.scotland.police.uk/your-community/greater-glasgow/east-dunbartonshire/)

<sup>2</sup> [www.scotland.police.uk/access-to-information/the-victims-and-witnesses-scotland-act-2014/](http://www.scotland.police.uk/access-to-information/the-victims-and-witnesses-scotland-act-2014/)

## 2.2 Crown Office and Procurator Fiscal Service (COPFS)

The Crown Office and Procurator Fiscal Service Business Plan and Strategy provide details of priorities and service delivery<sup>3</sup>. The findings of the ongoing Scottish Government review of COPFS is also expected to deliver improvement recommendations that must be taken account of by East Dunbartonshire community justice partners. COPFS video resource *Our role in your community* provides a comprehensive overview of role and responsibilities<sup>4</sup>.

COPFS are not currently members of ED CPP, however strong relationships are established with Police Scotland East Dunbartonshire providing a local strength we will capitalise on to improve partnership working. COPFS will be invited to join our local planning arrangements.

Key highlights of community justice transitions scoping work:

- COPFS contribution to Scottish Government national review
- Improving engagement between the COPFS and Health and Social Care Partnership Criminal Justice Service has been an area of development alongside other North Strathclyde Local Authorities including Inverclyde; Renfrewshire; East Renfrewshire; West Dunbartonshire; and, Argyll and Bute
- Diversion and Early Intervention themes and improvements are currently being explored. A key action for development during 2017-2018 will be to continue to contribute to this learning and development forum to identify improvements including communication and effective evidence-based interventions
- In January 2017, COPFS welcomed the findings and recommendations of the *Review of Victim Care in the Justice Sector in Scotland*, by Dr Lesley Thomson, QC<sup>5</sup>, this will make a significant contribution to the new model for community justice
- Victim Information and Advice Service providing vital support to child victims and victims of crime in cases of domestic abuse, hate crime, sexual crime or where it is likely that a trial will involve a jury<sup>6</sup>

Crown Office and Procurator Fiscal Service contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

<sup>3</sup> [www.copfs.gov.uk/publications/business-and-strategy-plans](http://www.copfs.gov.uk/publications/business-and-strategy-plans)

<sup>4</sup> [www.copfs.gov.uk/in-your-community](http://www.copfs.gov.uk/in-your-community)

<sup>5</sup> [www.copfs.gov.uk/media-stie-news-from-copfs/1462-review-of-victim-care-in-the-justice-sector-in-scotland](http://www.copfs.gov.uk/media-stie-news-from-copfs/1462-review-of-victim-care-in-the-justice-sector-in-scotland)

<sup>6</sup> [www.crownoffice.gov.uk/involved-in-a-case/victims](http://www.crownoffice.gov.uk/involved-in-a-case/victims)

### 2.3 Scottish Courts and Tribunal Service

The Scottish Courts and Tribunal Service (SCTC) Corporate and Business Plans provide details of priorities and service delivery<sup>7</sup>. *Shaping Scotland's Court Services*, a report published in 2013 provides the basis of focus for improvement activity within SCTS and annual reports provide information on progress.

SCTS are not currently members of ED CPP, East Dunbartonshire is served mainly by Glasgow Sheriff Court (approximately 90%) and Dumbarton Sheriff Court. Relationships exist with Police Scotland, COPFS and Scottish Prison Service, providing a strong basis to build upon. SCTS will be invited to join our local planning arrangements.

Key highlights of community justice transitions scoping work includes:

- SCTS imposing increased disposals for Community Payback Orders, an effective method for reducing reoffending whilst providing opportunities for learning new skills through Unpaid Work Orders
- Joint protocol *Working Together for Victims and Witnesses* with Crown Office and Procurator Fiscal Service, Victim Support Scotland, Scottish Courts and Tribunal Service and the Parole Board. An annual report is published where each of these community justice partners provide an update on progress
- Sustained progress on continuous improvement activity
- Successful Assessment Report from Customer Service Excellence and received praise for providing evidence that shows a determination to provide outstanding customer focused services<sup>8</sup>

Scottish Courts and Tribunal Service contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

<sup>7</sup> [www.scotscourts.gov.uk/about-the-scottish-court-service/reports-data](http://www.scotscourts.gov.uk/about-the-scottish-court-service/reports-data) (Corporate Plan, Business Plan, Annual Report)

<sup>8</sup> [www.scotscourts.gov.uk/about-the-scottish-court-service/reports-data](http://www.scotscourts.gov.uk/about-the-scottish-court-service/reports-data) (Customer Service Excellence 2016)

## 2.4 Scottish Prison Service

The Scottish Prison Service (SPS) organisational review publication *Unlocking Potential, Transforming Lives*<sup>9</sup> published in 2014 provides the basis of SPS continuous improvement activity. An annual SPS Delivery Plan is produced detailing corporate priorities and actions for each year<sup>10</sup>. SPS staff at HMP Low Moss, situated in East Dunbartonshire, has built strong local relationships through engagement with public, private and voluntary sector organisations. Whilst East Dunbartonshire does not have high levels of people imprisoned, the SPS prison where they are placed can vary across Scotland, however HMP Low Moss and HMP Barlinnie support around 60% of males with numbers ranging from 30-45 at any one time. Numbers of female citizens imprisoned is extremely low ranging from one to three. SPS is represented by HMP Low Moss on ED CPP Board and attends appropriate outcome groups supported by SPS staff, in particular Empowered and Community Safety groups benefit from the contribution of SPS at a local level, contributing to our safer communities work.

Key highlights of community justice transitions scoping work includes:

- SPS Governors at HMP Low Moss, HMP Greenock, HMP Cornton Vale and HMYOI Polmont facilitated visits to improve understanding of the service delivery and support to reduce reoffending that takes place
- Citizenship and reintegration are a key focus for SPS to offer help with reducing reoffending and contributing to safer communities. This includes encouraging and supporting prisoners approaching liberation to engage with voluntary through-care support services within prisons and within communities
- Holistic approach to encourage engagement from prisoners in purposeful activity including education
- In custody SPS offer an opportunity to access healthcare and secure support for medical conditions/treatment to a group who are difficult to reach
- HMP Low Moss partnership activity for the annual White Ribbon Campaign raising awareness towards the elimination of violence against women
- HMP Low Moss hosted and supported the East Dunbartonshire community justice development session, attended by a range of public and voluntary sector partners
- HMP Low Moss strong and effective partnership working with East Dunbartonshire criminal justice service

Scottish Prison Service contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

<sup>9</sup> [www.sps.gov.uk/Corporate/Publications/](http://www.sps.gov.uk/Corporate/Publications/)

<sup>10</sup> [www.sps.gov.uk/Corporate/Publications/](http://www.sps.gov.uk/Corporate/Publications/)

## 2.5 Integration Joint Board (Health and Social Care Partnership)/Education

The Health and Social Care Partnership (HSCP) Strategic Plan, Business Improvement Plan and Education and Children's Services Business Improvement Plan details national and local priorities actions and consultation pathways for the areas of: Criminal Justice, Youth Services, Children's Services, Mental Health, Addictions and Locality Groups (including GPs, acute clinicians, social workers, nurses, allied health professionals, pharmacists, carers, service users of health and social care services, and representatives of the local community)<sup>11</sup>. Performance reporting and scrutiny is through both HSCP and CPP structures.

### **Criminal Justice**

The Criminal Justice service aim is to improve outcomes for people with convictions and contribute to community safety and public protection through targeting our resources to reduce the risk of re-offending and harm in local communities. Criminal Justice work with child and adult protection colleagues within the HSCP and a range of other partners including: Housing services, Scottish Prison Service, Police Scotland, NHS, Crown Office and Procurator Fiscal Service and third sector organisations.

The services are provided from a local Criminal Justice office (Kirkintilloch) and through partnership arrangements with the Scottish Prison Service via the Social Work team based in HMP Low Moss. Services include:

- Reports to Courts (including the High Court and Sheriff Courts) and the Parole Board
- Supervising people with convictions through effective risk management plans (to reduce reoffending), challenging people to understand the impact of their behaviour on themselves, their victims, families and the local community in an effort to encourage social re-integration
- Unpaid work placements to benefit the local community
- Diversion from prosecution
- Fiscal work orders
- Justice through-care services to assist people who have served a custodial sentence return to the community
- Drug Treatment and Testing Orders to reduce drug-related crime

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<sup>11</sup> <https://www.eastdunbarton.gov.uk/health-and-social-care/health-and-social-care/social-work-and-integrated-care/health-and-social-care>  
<https://www.eastdunbarton.gov.uk/health-and-social-care/children-and-families/education-and-children%E2%80%99s-services>

## Alcohol and Drugs

It is estimated that there are 3,800 people with an alcohol problem and nearly 600 people with a drug problem living and working in East Dunbartonshire. We have a strong history of successful partnership working in tackling issues associated with the misuse of drugs and alcohol, strengthened through the East Dunbartonshire Alcohol and Drug Partnership (ADP) and the a clear focus on the delivery of outcomes. The national strategies ‘The Road to Recovery (2008)<sup>12</sup>, and ‘Changing Scotland’s Relationship with Alcohol (2009)<sup>13</sup>, provide the vision for East Dunbartonshire ADP to take forward an innovative, inclusive and recovery agenda focused on person-centred treatment which is informed by a comprehensive drug and alcohol needs assessment. Access to appropriate treatment, harm reduction, and recovery are the ADP’s most important priorities for problem drug and alcohol service users, utilising an asset based approach to sustain wellbeing. ED HSCP will publish a refreshed local strategy during 2017-2018.

## Mental Health

The approximate number of individuals that suffer from a mental health problem in East Dunbartonshire is 1,100 who are involved with secondary services<sup>14</sup> and approximately 350 are involved with primary care mental health services. Many more have managed support through their GP.

The Scottish Government is expected to publish (early 2017) a refreshed mental health strategy, *Mental Health in Scotland – A 10 year vision*, that will set out 8 key priorities and a range of key commitments across the full spectrum of mental health improvement, services and recovery to ensure delivery of effective, quality care and treatment for people with a mental illness, their carers and families. A summary of the proposed strategy can be found here: <https://consult.scotland.gov.uk/mental-health-unit/mental-health-in-scotland-a-10-year-vision/>

The HSCP Strategy acknowledges that in poorer communities “*inequalities such as housing, employment and educational attainment also exist within these communities. There is a well-evidenced relationship between income deprivation and poorer health outcomes. This is similar for those with mental health issues*”. There is also a well-evidenced relationship where these inequalities can lead to a pathway of offending.

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<sup>12</sup> <http://www.gov.scot/Publications/2008/05/22161610/0> (accessed January 2017)

<sup>13</sup> <http://www.gov.scot/Resource/Doc/262905/0078610.pdf> (accessed January 2017)

<sup>14</sup> Secondary Services are those provided in a hospital setting

## **Children and Youth Services**

Children's Services deliver a range of statutory interventions designed to safeguard the most vulnerable children in our community. The service operates within national and local policy, as well as the legislative framework governing social work practice. As part of this function, Children's Services work closely with other services to ensure assessments are comprehensive, robust and clearly identify needs and risks. It fulfils a lead role in planning and co-ordinating services which manage risk. The circumstances of children and young people are monitored and reviewed to ensure care continues to meet identified need. Current research and evidenced based practice inform interventions designed to overcome issues of concern affecting wellbeing and safety.

Central aspects of Children and Families Social Work responsibilities include:

- Assessing and responding to the needs of vulnerable children in need of care and protection;
- Assessing and responding to the needs of vulnerable children with or affected by disability;
- Assessing and responding to the needs of vulnerable children involved in the Youth Justice Service;
- Assessing and responding to the needs of vulnerable children who are Looked After at Home;
- Assessing and responding to the need of vulnerable children who are Looked After Away from Home;
- The preparation of reports to the Court and the Children's Hearing System;
- The on-going management of risk;
- Supporting young people to move towards independence;
- The promotion of welfare;
- Intervening in the lives of young people who present a risk to themselves and others;
- Permanency planning for children who cannot return home to their families;
- Working with parents and carers of vulnerable children; and
- The delivery of community based services to support vulnerable families.

Children and Youth Services have a significant role within the community justice prevention and early intervention activity which extensively contributes to community justice outcomes. As partners of ED CPP, the implementation of the Care Leaver's Covenant actions will be central to HSCP community justice improvement activity.

## Primary Care

Within East Dunbartonshire contracted services that deliver and develop primary care include, 17 general medical practices, 24 community pharmacies, 18 optometry practices and 26 dental practices. These services are at the front line of delivering, maintaining and improving population health. Primary care services have a key role in promoting positive health, maximising independence providing care and treatment, and supporting recovery. Together with health and social care, and third sector partners, primary care services enable individuals to live independent lives within their own community.

The ED HSCP will continue to work in partnership with all local Primary Care contractors, through established professional advisory arrangements and the GP forum. This will build on the commitment to supporting the primary/secondary care interface in order to achieve a sustainable model of care based on improving people's access to the right support at the right time, in the right environment. Primary care services will be supported to deliver services that respond better to wider social circumstances and, in particular, the needs of those who are most deprived.

ED HSCP involvement within the context of community justice, and the access to priority services within, will be underpinned across the nine local outcomes identified in the ED HSCP Strategic Plan 2015-2018 (Section 3). ED HSCP will be a key partner represented in the new CPP governance arrangements from April 2017.

Key highlights of community justice transitions scoping work includes:

- HMP Low Moss strong and effective partnership working with East Dunbartonshire Criminal Justice service
- Criminal Justice Unpaid Work Service delivered managed 20,000 hours of community benefit activity
- Criminal Justice service strategic partnership with Argyll and Bute and West Dunbartonshire Council produced an ambitious 3 year improvement plan (2017-2020) and participated in testing the Care Inspectorate's draft self-evaluation framework for community justice
- 88% of child care Integrated Comprehensive Assessments for the Scottish Children's Reporter Administration (SCRA) completed within national target timescales (20 days)
- Trauma-Informed Practice Work stream funded from the Integrated Care Fund now active. Public Protection Steering Group now active – developing a joint case file audit across adults and children's services. Revised Adult Protection procedures completed and launched. Adult Abuse Survivors procedures developed and adopted.

Health and Social Care Partnership contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

## 2.6 Local Authority

### Housing (Other Local Authority Services are noted in 2.9)

Housing services five year priorities can be found in the East Dunbartonshire Local Housing Strategy 2017-2022 (ED LHS)<sup>15</sup>. It sets out how the Council and its partners will address key imbalances in the local system and address housing need and demand in East Dunbartonshire, and provides the blueprint for directing investment and improving housing service.

The vast majority of dwellings (98.6%) are occupied in East Dunbartonshire: a small number of properties are vacant (1.1%) and are used as second homes (0.3%). This compares favourably with Scotland as a whole, where some 3.1% of dwellings are vacant (and a further 1.1% are used as second homes). Home ownership is the principal tenure in East Dunbartonshire: 81% of households own their property, almost 20 percentage points higher than the Scottish average of 62%. Just 12% of households rent from social landlords in East Dunbartonshire (8.5% from the council and 3.5% from other social landlords), well below the Scottish average of 24%. There are relatively high levels of social renting in Kirkintilloch East & Twechar, 16.6% of households renting from the council rented homes and 17.7% from other social landlords. Registered Social Landlords also have a key role to improve community justice outcomes. Housing services will lead this and embed community justice outcome improvement within current structures for communication with local housing providers.

Housing services involvement within the context of community justice will be underpinned across the five priorities identified in the ED LHS (2017-2022, sections 4-8). Housing services will be a key partner represented in the new CPP governance arrangements from April 2017.

Key highlights of community justice transitions scoping work includes:

- East Dunbartonshire Housing services led and significantly contributed to a comprehensive review of the current Housing Protocol with HMP Low Moss Housing Sub-Group.
- The Care Inspectorate graded Project 101 as Very Good during an inspection visit. Project 101 provides specialist advice and assistance to people aged between 14 and 25 who are faced with homelessness, along with those who require housing advice and information on housing options. It focuses on this age group due to the vulnerabilities experienced by many young people.

Housing Services contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

<sup>15</sup> <https://www.eastdunbarton.gov.uk/council/consultations/draft-new-local-housing-strategy-lhs-2017-2022> (accessed January 2017) **Insert updated link when LHS published.**

## 2.7 Scottish Fire and Rescue Service

Scottish Fire and Rescue Service (SFRS) strategic Local Plan<sup>16</sup> for East Dunbartonshire is informed through well-established community consultation structures including the online Consultation Hub<sup>17</sup>. During 2017, following a period of consultation, an updated Local Scottish Fires and Rescue Service Plan for East Dunbartonshire will be published.

SFRS is a member of ED CPP Board and associated outcome groups contributing extensively to our safer communities planning and delivery. Scrutiny reports can be found on East Dunbartonshire website: [www.eastdunbarton.gov.uk/council/committees-councillors/](http://www.eastdunbarton.gov.uk/council/committees-councillors/)

Key highlights of community justice transitions scoping includes:

- SFRS Home Safety Visits service delivered critical engagement and protection activity, with acceptance rates continuing to rise. This free advice includes safety advice, fitting of smoke and heat detection to all householders in East Dunbartonshire. Presentations delivered to a range of CPP collective workforce to highlight the value of referrals.
- Continued joint working with East Dunbartonshire ADP to strengthen referral pathways and raise awareness with housing providers to highlight the value of referrals.
- Continual analysis of local data and the targeted extensive partnership working including awareness raising, multi-agency meetings to identify and improve risks/training needs to eliminate it re-occurring and community events.
- Partnership working with Education and Police to engage young drivers to reduce road traffic collisions, every S5 and S6 pupil within East Dunbartonshire secondary provided with the opportunity to attend SFRS Drive Safe initiative.
- Development of the custody to community initiative together with HMP Low Moss, educating about home safety and arranging home visits following release.

Scottish Fire and Rescue Service East Dunbartonshire contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

<sup>16</sup> <http://www.firescotland.gov.uk/your-area/west/west-local-plans.aspx>

<sup>17</sup> <https://firescotland.citizenspace.com/>

## 2.8 Skills Development Scotland (SDS)

Skills Development Scotland is Scotland's skills body; the Corporate Plan<sup>18</sup> provides the Vision, Purpose and Goals that inform the range of programmes delivered in East Dunbartonshire<sup>19</sup>. Locally strong partnerships exist with SDS striving to ensure employers have the right skills at the right time in high performing, fair and equal workplaces, and that every individual has the skills and confidence to get a job and progress in the workplace, achieving their full potential. SDS produces Regional Skills Assessments, an evidence-base that contributes to partnership planning for future investment in skills.

SDS is a member of ED CPP Board and is involved in a range of partnership activity locally contributing to improving local outcomes.

Key highlights of community justice transitions scoping includes:

- Career information, advice and guidance to 4,097 individuals in first 6 months of 2016.
- 1,010 new registrations for *My World of Work* at September 2016.
- 201 Modern Apprenticeship posts started and 590 were in training at September 2016.
- 71 Employability Fund starts in the first 6 months of 2016, supporting people to develop the employability and vocational skills they need to make the transition into a Modern Apprenticeship or job.
- Supported 16 companies and 27 individuals to complete the Certificate of Work Readiness,
- Supported 1 company and 10 individuals faced with redundancy,
- Continued partnership working support school leavers into positive destinations. Latest annual statistics show that 94.9 % of school leavers in East Dunbartonshire are in learning, work or training. The national average is 92%.

East Dunbartonshire community justice partners will capitalise on the significant resource that SDS has to offer, improving education, skills and training is a critical area for improving community justice outcomes.

Skills Development Scotland East Dunbartonshire contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

<sup>18</sup> <http://www.skillsdevelopmentscotland.co.uk/media/40263/sds-corporate-plan-2015-20-non-interactive-10-1.pdf>

<sup>19</sup> <http://www.skillsdevelopmentscotland.co.uk/in-your-area/east-dunbartonshire/>

## 2.9 Other key local partners and stakeholders contributing to community justice outcomes

Improving community justice outcomes and the extensive range of partners and stakeholders involved (as detailed in Section two of our CJOIP), are:

- Victims of crime and their families
- People with convictions and their families
- People who live in the community
- Community bodies
- Local businesses

People who fall into these categories will be accessing services where it is not necessarily known or relevant that they are a person with convictions or a victim of crime, etc. Services already being delivered by a wide range of partners and stakeholders include:

**Economic Development/Employability**

**Adult Education including Community Learning and Development/Colleges**

**Welfare including Council: Welfare Fund, Housing Benefit and Council Tax Reduction, Department of Work and Pension, Job Centre Plus, Citizen's Advice Bureau**

**Third Sector Interface - Community and Volunteering Service**

**Third Sector Service Providers**

This is not an exhaustive list, however, this diverse range of existing partners and the impact their services have is likely to be contributing to improving community justice outcomes in ways which will be difficult to measure.

East Dunbartonshire community justice partners will continue to enhance and capitalise on these existing resources and wider partnership arrangements already in place to maintain an ambitious programme of continuous improvement with measures, where this is appropriate.



*“Working together to achieve the best with the people of  
East Dunbartonshire”*

## **Appendix B: Community Justice Outcome Improvement Plan Actions 2017-2018**

**Local Outcome 1: Improve public understanding and participation in community justice**

Action	Action Due Date	Managed By
<p>Develop and agree proposals to include Community Justice in ED CPP Community Engagement and Participation Strategy</p> <p>Develop and agree local indicators to be utilised to monitor progress within the new Community Justice model</p> <p>Scope community capacity building requirements</p> <p>Develop the community justice evidence base</p> <p>Be mindful of the importance of language</p>	31 March 2018	East Dunbartonshire Community Justice Partners

**Community Justice Outcome 1 Performance Reporting Indicators 2017-2018**

Indicator Type	Indicator	Reporting Measure
Quantitative	Perceptions of local crime rate	East Dunbartonshire results from Scottish Government Household Survey/Citizens Panel/Other, as appropriate

Indicator Type	Indicator	Reporting Measure
Contextual	Public attitudes to crime and other issues that impact on communities	East Dunbartonshire findings from Police Scotland <i>Your View Counts</i> survey/Citizen's Panel/Other, as appropriate

Indicator Type	Indicator	Reporting Measure
Change and Impact	Activities carried out to engage with 'communities' as well as other relevant constituencies	<p>Community Justice specific activities and results/outcomes of work undertaken in the development of East Dunbartonshire's refreshed Community Engagement and Participation Model including:</p> <p>People with convictions Victims of crime Wider Community of Residents Business Community</p>

Indicator Type	Indicator	Reporting Measure
Change and Impact	Consultation with communities as part of community justice planning and service provision	<p>Links between local police plans, <i>Your View Counts</i> and those for other partners and how they link to community justice</p> <p>Specific consultation to identify the needs of the local community including meeting needs of underlying causes of offending and the knock-on impact to meeting broader community justice outcomes</p>

**Local Outcome 2: Improve strategic planning and partnership**

Action	Action Due Date	Managed By
Agree ED CPP governance arrangements for Community Justice	June 2017	East Dunbartonshire Community Planning Partnership
Integrate non-statutory partners into community justice planning structures and processes	March 2018	
Help workforces understand how they, and other partners, contribute to community justice outcomes		
Contribute to the development of the Community Justice Scotland Strategy for Innovation, Learning and Development		
Build effective links with children's services planning	March 2018	East Dunbartonshire Community Justice Partners
Support and assist the development of strong multi-agency public protection arrangements (MAPPA)	March 2018	East Dunbartonshire Community Justice Partners

**Community Justice Outcome 2 Performance Reporting Indicators 2017-2018**

Indicator Type	Indicator	Reporting Measure
Change and Impact	Services are planned for and delivered in a strategic and collaborative way	Evidence of effective partnership working, e.g. from self-evaluation
		Evidence of involving communities, including those with a history of or affected by offending, in the planning and delivery of community justice services

<b>Indicator Type</b>	<b>Indicator</b>	<b>Reporting Measure</b>
Change and Impact	Services are planned for and delivered in a strategic and collaborative way	Evidence of planning for joint delivery around prevention and early interventions
		Evidence of effective planning for transitions for children and young people who may need access to community justice services as well as planning for those who transition into adult services

<b>Indicator Type</b>	<b>Indicator</b>	<b>Reporting Measure</b>
Change and Impact	Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of MAPPA	Evidence that strategic planning and reporting mechanisms for improved community justice outcomes has considered people subject to MAPPA
		Evidence of joint training/awareness sessions
		Evidence of collaborative risk management planning

### **Local Outcome 3: Improve Access to Services**

<b>Action</b>	<b>Action Due Date</b>	<b>Managed By</b>
Engage with the children and families of people who have committed offences	31 March 2018	East Dunbartonshire Community Justice Partners
Support the development of effective mentoring and “through-the gate” models  Facilitate the early assessment of individual housing need  Improve access to financial and welfare advice services  Every contact in the community justice pathway should be considered a health improvement opportunity  Remove barriers to the recruitment of people with convictions	31 March 2018	East Dunbartonshire Community Justice Partners

### **Community Justice Outcome 3 Performance Reporting Indicators 2017-2018**

<b>Indicator Type</b>	<b>Indicator</b>	<b>Reporting Measure</b>
Change and Impact	Partners have identified and are overcoming structural barriers for people accessing services	Improved understanding of barriers to employment, training and education as a result of previous convictions. Identified improvement actions for 2018-19
		Improved understanding of barriers to financial and welfare services as a result of previous convictions. Identified improvement actions for 2018-19
		Improved understanding of barriers to health services as a result of previous convictions. Identified improvement actions for 2018-19

Indicator Type	Indicator	Reporting Measure
Change and Impact	Existence of joint-working arrangements such as processes/protocols to ensure access to services to address underlying needs	Joint working arrangements exist to ensure access to appropriate services at all points of the criminal justice pathway. Identified improvement actions for 2018-19

Indicator Type	Indicator	Reporting Measure
Change and Impact	Speed of access to mental health services	90 per cent of patients commence psychological therapy based treatment within 18 weeks of referral, recognising that the data will include the whole community

Indicator Type	Indicator	Reporting Measure
Change and Impact	Speed of access to drug/alcohol services	90 per cent of clients will wait no longer than 3 weeks from referral received to appropriate drug or alcohol treatment that supports their recovery, recognising that the data will include the whole community

Indicator Type	Indicator	Reporting Measure
Quantitative	<p>Access to services on release from prison</p> <p>% of people released from a custodial sentence who are</p> <ul style="list-style-type: none"> <li>• Registered with a GP</li> <li>• Have suitable accommodation</li> <li>• Have had a benefits eligibility check</li> </ul>	Progress towards developing this new indicator

**Local Outcome 4: Improve understanding and use of evidence-based interventions**

Action	Action Due Date	Managed By
Maximise opportunities for early intervention	31 March 2018	East Dunbartonshire Community Justice Partners
Capitalise on third sector interventions	31 March 2018	East Dunbartonshire Community Justice Partners
Maximise opportunities for the use of diversion	31 March 2018	East Dunbartonshire Community Justice Partners

**Community Justice Outcome 4 Performance Reporting Indicators 2017-2018**

Indicator Type	Indicator	Reporting Measure
Change and Impact	Use of "other activities requirements"	Involvement of other partners in the other activities requirements
		Examples of creative and innovative use of the other activities requirement such as attending college or training course, resilience training, engaging with a specific needs-focussed service with another partner

Indicator Type	Indicator	Reporting Measure
Quantitative	The delivery of interventions targeted at problem drug and alcohol use	Progress towards developing indicators:  Number of referrals from criminal justice sources to drug and alcohol specialist treatment  The number of alcohol brief interventions (ABIs) delivered in criminal justice healthcare settings

**Local Outcome 5: Improve understanding and use of evidence-based interventions**

Action	Action Due Date	Managed By
Gather evidence and baseline the current processes and methods of Community Justice Partners to monitor outcomes at an individual level	31 March 2018	East Dunbartonshire Community Justice Partners

**Community Justice Outcome 5 Performance Reporting Indicators 2017-2018**

Indicator Type	Indicator	Reporting Measure
Change and Impact	Individuals have made progress against the outcome	How do Community Justice Partners know that service interventions are assisting individuals to achieving their goals



## Participation Statement

To understand the current landscape and how community justice statutory partners currently contribute to safer communities, a range of strategic scoping work took place during 2016-2017. Supported by Scottish Government transitions funding and led by Argyll, Bute and Dunbartonshires' Criminal Justice Partnership, this high level scoping work involved all named community justice organisations, third sector interface leads and some local and national third sector organisations.

We established that:

- The current strategic and operational functions/service delivery make a significant contribution to the new community justice model
- We need to strengthen our partnership working to improve outcomes
- We need to improve our collective understanding of the impact of crime on victims, people with convictions, families and communities
- We need to improve our collective understanding on what leads citizens into crime and develop our services to support pathways out of crime
- Prevention and early intervention are critical areas of focus if we are to secure longer-term improvements that lead to safer communities

A summary of activity is noted in the table below, all of which contributed to the four structural outcomes for community justice:

- Improve community participation and understanding
- Improve strategic planning
- Equal access to services
- Effective use of evidence-based interventions

Who was involved	Activity	Learning Points
<p>Police Scotland G Division (East Dunbartonshire)</p> <p>Integrated Joint Board/Health Board - Criminal Justice, Youth Services, Children's Services, Mental Health and Community Addiction Services</p> <p>Local Authority Housing and Employability Services</p> <p>East Dunbartonshire Community Planning</p> <p>Scottish Prison Service (HMP - Low Moss, Greenock, Cornton Vale and Polmot)</p> <p>Skills Development Scotland</p> <p>Scottish Fire and Rescue Service</p> <p>Crown Office and Procurator Fiscal Service</p> <p>Scottish Courts and Tribunals Service</p> <p>Positive Prisons? Positive Futures</p> <p>Turning Point Scotland (Turnaround Service, Low Moss Prisoner Support Pathway, Residential)</p> <p>East Dunbartonshire Community and Volunteering Service</p> <p>Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)</p>	<p>Scoping and review work of current activity and how this links with Community Justice</p> <p>Developing an understanding on what works for reducing reoffending</p>	<ul style="list-style-type: none"> <li>• Identified that each of the statutory partners and third sector organisations nationally and locally are significantly contributing to East Dunbartonshire safer communities agenda, either directly with people affected by crime and/or in a supporting role</li> <li>• Identified a range of areas where existing structures and service delivery can be enhanced to improve outcomes</li> <li>• Identified the ongoing developments to refresh ED CPP community and engagement model was key activity to be capitalised upon. Embedding community justice within this existing structure is vital to involving communities meaningfully</li> <li>• Identified an improved understanding of the routes into the criminal justice pathways as a gap</li> <li>• Identified an improved understanding of barriers to accessing services as a gap</li> <li>• Identified opportunities to improve overcoming learning, skills and employability barriers</li> <li>• Identified that the impact of welfare reform brings challenges to improving outcomes</li> <li>• Identified our understanding of the role that health services contributes as a gap</li> <li>• Identified opportunity that exist through commitment to implementing the Care Leavers Covenant</li> </ul>

Who was involved	Activity	Learning Points
<p>Police Scotland G Division (East Dunbartonshire)</p> <p>Integrated Joint Board/Health Board - Criminal Justice, Youth Services, Children's Services, Mental Health Services</p> <p>Local Authority Housing Service, Employability Service, Finance – Welfare (benefits and welfare fund)</p> <p>East Dunbartonshire Community and Volunteering Service</p> <p>East Dunbartonshire Citizen's Advice Bureau</p> <p>East Dunbartonshire Community Planning</p> <p>Scottish Prison Service (Low Moss)</p> <p>Skills Development Scotland</p> <p>Scottish Fire and Rescue Service</p> <p>Street Cones</p> <p>Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)</p>	<p>Full day development session with statutory partner management and frontline staff, local Third Sector Interface Lead and national Third Sector user representation organisation.</p> <p>Workforces identified an extensive and varied range of strengths, opportunities, weaknesses and threats in relation to current service delivery that contributes to community justice.</p>	<p><b>Strengths/Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Extensive and diverse range of partnership working exists, communication and information-sharing protocols/pathways for community justice should be prioritised</li> <li>• Commitment of workforces to adjust and adapt service delivery to improve outcomes for community justice was clearly evident</li> <li>• Multi-agency development sessions to reflect on existing practice and explore opportunities for continuous improvement were highlighted as an effective method of learning and development</li> <li>• Staff and service user attitudes were explored, developing an improved understanding, processes and protocols were identified as critical to improve experiences and outcomes</li> <li>• G Division (East Dunbartonshire) Concern Hub model and Youth Engagement Officer roles should be further developed to progress improved outcomes for community justice</li> <li>• Health and Social Care Children's/Youth Services 'Whole Systems Approach' model should be developed for adults to progress improved outcomes for community justice</li> <li>• Health and Social Care Criminal Justice Service Community Payback Orders for Unpaid Work delivered extensive personal and skills development, identified as a critical area of development</li> <li>• Health and Social Care Mental Health and Community Addiction Services were critical to improving outcomes for community justice and identifying enhanced partnership working opportunities should be prioritised</li> <li>• Housing Service challenges exist due to housing stock, community justice-related areas will be considered as part of the actions within the Local Housing Strategy</li> <li>• ED CPP Employability Action Group is a key forum to progress community justice outcomes related to learning,</li> </ul>

		<p>skills training and employment for people with convictions</p> <ul style="list-style-type: none"> <li>• ED CPP Welfare Reform Group is the key forum to progress community justice outcomes related to financial difficulties</li> <li>• ED Citizen's Advice Bureau provides significant support within the community and at HMP Low Moss, to both people within the criminal justice pathways and victims of crime (specialist domestic abuse service). ED CAB is a vital non-statutory partner within ED CPP Community Justice strategic and operational planning</li> <li>• East Dunbartonshire Community and Voluntary Services provide access to a wide and diverse range of voluntary organisations, this is a critical communication pathway that should be more fully capitalised on</li> <li>• East Dunbartonshire CVS has a critical role to play in establishing, developing and improving the community justice input of Third Sector organisations, a range of development sessions was established as priority activity</li> <li>• Scottish Prison Service (HMP Low Moss), partnership with Turning Point Scotland (PSP) and strengthening the links with community services was identified as a key priority to improve citizenship and reintegration</li> <li>• Scottish Prison Service (HMP Low Moss), activity to raise awareness of impact of violence against women through 16 Days of Action initiatives, provided opportunities to strengthen partnership working with community-based services</li> <li>• Skills Development Scotland current in East Dunbartonshire provided critical prevention and early intervention support to ensure positive destinations for young people, opportunity exists to further develop this area of work to improve outcomes for community justice</li> <li>• Scottish Fire and Rescue Service Fire Reach Training, Fire Home Safety visits and Young Firefighters were identified as key contributions to community justice. Further development and implementation of workforce domestic abuse training and awareness was identified as an area for progress</li> </ul>
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Who was involved	Activity	Learning Points
Crown Office and Procurator Fiscal Service Integrated Joint Board/Health Board - Criminal Justice, Youth and Children's Services Scottish Fire and Rescue Service Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)	Two North Strathclyde regional events attended by HSCP (Criminal Justice and Youth Services), Scottish Fire and Rescue Services and Crown Office and Prosecution Services.	<ul style="list-style-type: none"> <li>• Improved understanding relating to early intervention and diversion from prosecution to improve long-term outcomes.</li> <li>• Identified a number of areas for improvement particularly relating to communication for consideration by East Dunbartonshire Community Justice Partners</li> <li>• Contributed to the development of an Early Intervention Strategy for North Strathclyde Local Authority Areas</li> </ul>

Who was involved	Activity	Learning Points
Police Scotland G Division (East Dunbartonshire) East Dunbartonshire Community Planning East Dunbartonshire Community and Volunteering Service Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)	Scoped current structures for engagement through the developing Community Planning community engagement and participation model, Police Scotland <i>Your View Counts</i> and East Dunbartonshire <i>Community and Volunteering Service</i>	<ul style="list-style-type: none"> <li>• Need to establish a baseline of current interest/engagement that includes community justice</li> <li>• Need to improve our collective understanding of the priorities of our community in relation to crime</li> <li>• Identified opportunities to improve engagement with voluntary organisations</li> </ul>

Who was involved	Activity	Learning Points
<p>Health and Social Care Criminal Justice Service</p> <p>Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)</p> <p>Turning Point Scotland (Turnaround Service)</p>	<p>Initial scoping work through discussions with Criminal Justice staff and national Third Sector organisation staff</p>	<ul style="list-style-type: none"> <li>• Established the extensive and varied range of interventions delivered to support people on a range of Community Payback and Supervision Orders</li> <li>• Identified further work to understand how we best capitalise on an individuals' assets and skills to assist citizens to desist from crime</li> </ul>

Who was involved	Activity	Learning Points
<p>Scottish Prison Service</p> <p>Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)</p>	<p>Engagement and visits to four Scottish Prison Service establishments. HMP Low Moss, HMP Greenock, HMP Cornton Vale and HMP Polmont</p>	<ul style="list-style-type: none"> <li>• Established the extensive and varied range of interventions delivered to support men, women and young people in the care of SPS establishments</li> <li>• Identified further work to understand how we improve planning for release from custody on any length of sentence</li> <li>• Identified that maintaining communication between citizens in the care of SPS establishments and community services as a gap</li> <li>• Identified opportunities to improve communication, information-sharing and assessment processes</li> </ul>

Who was involved	Activity	Learning Points
<p>Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Manager)</p> <p>Victim Support Scotland (East Dunbartonshire represented by West Dunbartonshire lead)</p>	<p>Initial scoping work to ascertain levels and diversity of service demand and delivery.</p>	<ul style="list-style-type: none"> <li>Established the numbers of people accessing Victim Support, by gender, age and crime type</li> <li>Identified opportunities to explore more effective methods of sensitively engaging with victims of crime</li> </ul>

Who was involved	Activity	Learning Points
<p>East Dunbartonshire Community Planning Violence Against Women and Girls Partnership (Empowered – Multi-Agency Partnership including public and third sector organisations and elected member representation)</p> <p>Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)</p>	<p>Two sessions scoping how community justice links to gender-based violence and how the ED VAWGP currently contributes to improving community justice outcomes.</p>	<ul style="list-style-type: none"> <li>East Dunbartonshire CPP Empowered Group is a critical existing structure and forum that should be strongly capitalised on by ED CPP Community Justice Partners</li> <li>Significantly diverse and representative of women, children and young people affected by gender-based violence. Empowered can provide extensive specialist learning, development and innovation for ED CPP Community Justice Partners</li> <li>In developing areas of consultation with victims and in effective evidence based interventions for women, children and young people and for people with convictions, capitalising on the collective resources and knowledge of the Empowered Group was identified as a priority</li> </ul>