



# **Community Justice Outcome Improvement Plan 2017-18**

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## **Foreword**

Community Planning West Dunbartonshire is committed to making West Dunbartonshire a great place to live, work and visit. We want to ensure the best possible outcomes for all our residents; ensuring they are empowered to contribute to an inclusive, vibrant and diverse West Dunbartonshire.

This first Community Justice Outcome Improvement Plan for our area recognises the national ambition to reduce crime, and the number of victims of crime, by working together to create a just, equitable and inclusive society. We will ensure that our local plan 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

Our comprehensive partnership approach to the delivery of community justice ensures our focus is on tackling the underlying causes of offending at an individual level. We know that people who live in the most deprived communities are more likely to experience poor outcomes in relation to education, health, wellbeing, housing and employment.

As stated in the National Strategy for Community Justice; the evidence is clear that better access to welfare, housing, health, wellbeing and employability supports can significantly impact on offending behaviours at an individual level.

Taking a person centred 'whole life cycle' approach to planning for improved community justice outcomes allows us to detail in this plan the role of partners in improving access to the wide range of services required. In West Dunbartonshire Community Justice sits firmly within our priority to support safe, strong and involved communities. The continued focus locally will be on improved resilience and empowerment in communities along with strong collaboration and effective use of evidence in the design and delivery of services.

**Martin Rooney**

**Chair - Community Planning West Dunbartonshire**

## West Dunbartonshire Context

Community Planning West Dunbartonshire (CPWD) recognises that improving outcomes and delivering better services requires the active input and collaboration of a wide range of partners and stakeholders. The strong partnership in place in West Dunbartonshire has focused on delivery and improvement across identified key priority areas; supported by Delivery and Improvement Groups attended by those key services, partners and agencies that can make a difference to outcome delivery.

The CPWD approach to building this new community justice model in line with the legislation and guidance from Scottish Government has been developed in a similar way and is both ambitious and measured. The wide range of organisations, services and key stakeholders already contributing extensively to the delivery of improved outcomes for community justice is diverse and complex. The new responsibilities within the Community Justice (Scotland) Act 2016 provide a welcome opportunity to capture our strengths, develop opportunities to improve and to begin to identify local community justice improvement activity. Our local ambition states:

West 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.

Accompanying the Act is a National Strategy for Community Justice, Outcome, Performance and Improvement (OPI) Framework and supporting Guidance to assist with implementation. The Care Inspectorate document '*A guide to self-evaluation for community justice in Scotland*' provides an overarching framework for self-evaluation. This suite of supporting documents will underpin our approach to community justice in West Dunbartonshire.

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

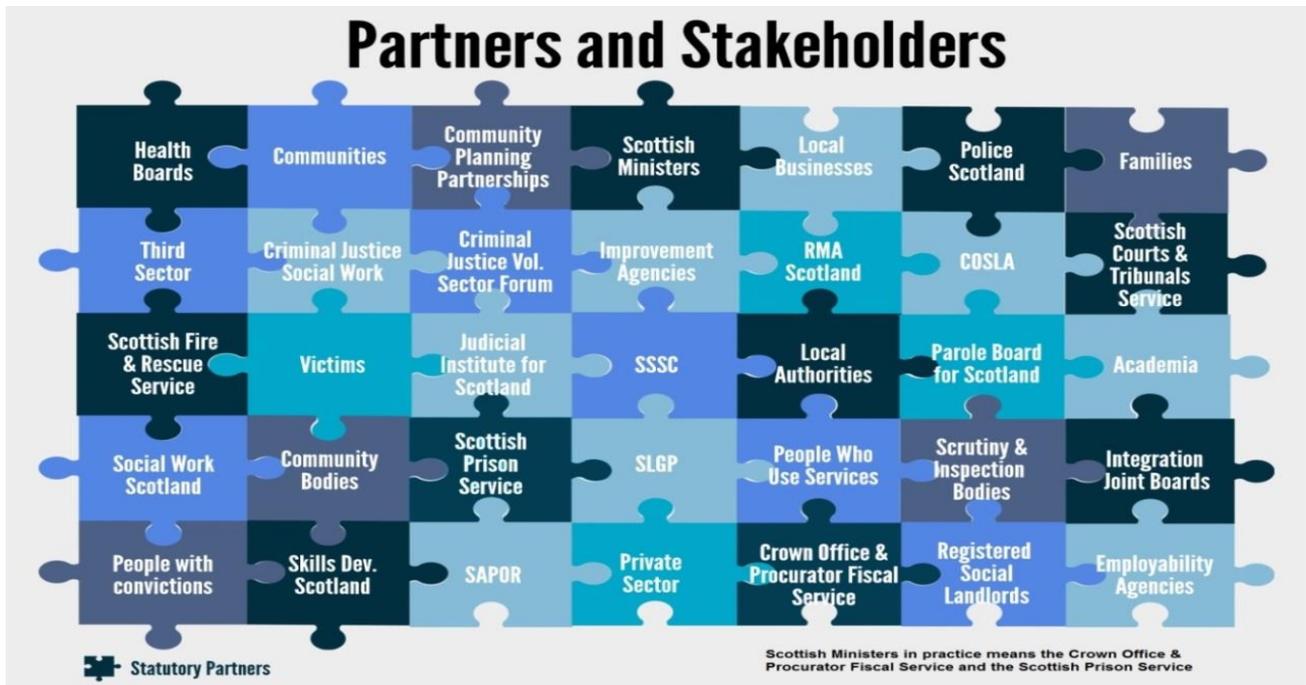
***“the collection of individuals, agencies and services that work together to support, manage and supervise people who have committed offences, from the point of arrest, through prosecution, community disposal or custody and alternatives to these, until they are reintegrated into the community. Local 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 ensure successful delivery of the West Dunbartonshire Outcome Improvement Plan. The bodies' named below are those named as statutory partners within the Community Justice (Scotland) Act 2016:

- West Dunbartonshire Council
- West Dunbartonshire Health and Social Care Partnership
- NHS Greater Glasgow & Clyde
- Police Scotland
- Scottish Prison Service
- Scottish Fire and Rescue Service
- Skills Development Scotland
- Crown Office and Procurator Fiscal
- Scottish Courts and Tribunals Service

These named community justice partners have in place a range of activities focused on improving outcomes for safer communities and a history of delivering these. A summary of this activity can be found at Appendix A of this Plan.

The graphic below, taken from the National Strategy, identifies the diverse range of partners and stakeholders required to deliver improved outcomes for community justice:



Community Justice sits within the wider justice improvement programme of Government, which contributes towards delivery of the national outcomes. The table below reflects the national outcomes which underpin this outcome improvement plan:

#### Scottish Government National Outcomes

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

When setting this plan in a national context it is also relevant to lay out the Scottish Government pillars of public sector reform which give a strategic context for all improvement activity:

- **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 West 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. Year one of the plan activity will include scoping of needs and current provision to identify actions for improvement from 2018 onwards.

## Equality & Human Rights

Each public sector organisation delivering on this plan is bound by the Equality Act 2010 and the Human Rights Act 1998 (which sets out rights under the European Convention on Human Rights). These responsibilities underpin the approach we take as agencies and partners to all services we deliver and the way in which we deliver them.

As agencies we have in place Equality Outcomes which are focused on ensuring equity of access for all residents, this would of course cover the services and priorities detailed in this plan and any supporting activities.

## Community Justice Outcomes

The National Strategy for Community Justice details the strategic direction, performance improvement, and self-evaluation framework for community justice. This has underpinned the development of the West Dunbartonshire Community Justice Outcome Improvement Plan.

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

<b>Structural Outcomes (Partners)</b>	<b>Person-Centric Outcomes (Citizens)</b>
Improved Community Understanding and Participation	Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed
Improve 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	Individuals resilience and capacity for change and self-management are enhanced
Effective Use of Evidence-Based Interventions	

In order to focus activity on the improvement of outcomes for individuals there is a need to look at what we currently deliver and how this is accessed to ensure equity of access and targeted supports focused on individual needs. In year one of the Outcome Improvement Plan (2017/18) activities will focus on the 4 structural outcomes as detailed above. This will allow the appropriate identification of actions and activities to improve person centred outcomes in future years. However, as detailed in Appendix A, a wealth of diverse activity is already underway across partners and services which support delivery of all outcome areas.

The CPWD community justice plan and supporting activity will provide a consistent and collaborative approach to improving outcomes in partnership with 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 sets out specifically the pathways within the criminal justice system where the main improvement activity must be focused, setting a context for areas of improvement activity. These are noted below:

- At point of and following arrest
- Through prosecution and 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, a much wider range of stakeholders must input to improve Community Justice Outcomes. Community awareness and participation is also a key area for improvement activity, this will be delivered through the CPWD *Your Community* model of community engagement.

Our initial improvement activities during 2017-18 are focussed on strengthening our strategic planning and communication foundations; these are the building blocks of a new model for community justice in West Dunbartonshire. An annual improvement action plan will be developed and implemented by CPWD Community Justice Partners through the Delivery & Improvement Group structures. The plan will be updated to reflect 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 developments on local strategic planning and delivery should not be underestimated. They are highly likely to increase demand on community-based resources, including workforce and finance.

CPWD will monitor, review and report 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 in the transitional period for community justice over 2016/17, research, scoping and improvement activity was carried out to identify needs, aspirations and current provision. Involving strategic and operational leads from all named partner bodies and third sector interface leads, this work focused on the criminal justice pathways. The findings from this transitions work have informed our improvement activity from April 2017 – March 2018, a summary can be found in the Participation Statement at Appendix C.

This managed approach will ensure that we are delivering performance improvement activity in a measured and achievable way. Each year we will publish our CPWD Community Justice progress report alongside our CPWD Local Outcome Improvement Plan annual report.

## 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 and interventions 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, West Dunbartonshire has benefitted from a reduction in overall levels of reported crime since 2006-07. Nonetheless, levels of reported crime and offences, in most categories, have remained stubbornly and persistently above the national average. West Dunbartonshire had the fifth highest level of reported crimes and offences per 10,000 of the population in 2015-16 with 539 crimes reported per 10,000 population compared to 458 for Scotland. The table below breaks down crime group numbers comparing West Dunbartonshire to the Scottish average.

Source: Scottish	Non sexual crimes of violence	Sexual crimes	Crimes of dishonesty	Fire-raising, vandalism, etc	Other crimes
Scotland	13	19	216	101	110
West Dunbartonshire	18	13	201	120	187

Within this overall picture there has been a persistently elevated level of reported incidents of domestic abuse. West Dunbartonshire continues to have one of the highest levels of reported domestic abuse in Scotland, and in common with the rest of Scotland and the UK the vast majority of this is perpetrated by males. The rate of domestic abuse related crime per 10,000 of the population in West Dunbartonshire was 152, compared to 108 for Scotland.

CPWD improvement activity will include a review of trends and evidence, this information will allow Community Justice Partners will identify areas for priority and agree how targeted interventions will delivered. This will be delivered in consultation and partnership with wider CPWD agencies to ensure a collaborative approach which reduces duplication.

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 CPWD Community Justice Partners move towards enhanced assessment, monitoring, recording and reporting of individual progress in relation to offending and re-offending.

## Local Priorities

CPWD has identified 6 local outcome areas for delivery over the course of this improvement plan, informed by the National Outcomes detailed in the National Strategy. These outcomes are described below and Appendix B provides details of our actions and reporting indicators.

### Local Outcome 1 - Improve Community Understanding and Participation

CPWD *Your Community* is an innovative local approach to delivering services in local areas in a way which involves local communities and community organisations. 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”***

Your Community gives local residents a much stronger voice in how services are designed and delivered with a focus on local neighbourhoods. It allows local people to get more involved in taking things forward in their area. This approach involves key groups in each area such as Community Councils, Community Development Trusts, Tenants & Residents Associations and other groups. It involves:

- Working with local residents and groups
- Carrying out surveys and walkabouts
- Keeping local people informed of progress
- Encouraging local residents to get more involved
- Identifying the key issues and concerns
- Developing action plans based on these
- Improving local service delivery

### Local Outcome 2 - Improve Strategic Planning and Partnership working

CPWD has in place a reporting and scrutiny process which ensure robust monitoring of delivery of the improved outcomes. Community justice sits within this framework and our programme of improvement activity will be embedded.

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...”***

### **Local Outcome 3 - Equity of Access to Services**

CPWD already delivers a significant contribution to supporting individuals to access services and overcome barriers but also recognises the significant challenges and barriers that can be experienced in a justice context.

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”***

### **Local Outcome 4 - Effective use of Evidence-based interventions**

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”***

### **Local Outcome 5 - Person-Focused Outcomes**

CPWD has in place a range of partnership activities which support the delivery of successful outcomes for individuals, many linked to the person centred outcomes detailed with the National Strategy for Community Justice. We recognise that our most vulnerable residents have a range of complex and co-dependent needs which require a more coordinated and joint response from agencies.

CPWD is committed to ensuring that the improvement activity identified annually assists Community Justice Partners to move towards an improved model for monitoring outcomes at an individual level.

## Performance Improvement and Self-Evaluation

The Scottish Government Community Justice OPI Framework forms the basis of monitoring and reporting on progress towards the New Model for Community Justice. CPWD recognises this framework requires further review and development as the first year of community justice activity is delivered across Scotland and is committed to working with Community Justice Scotland and Scottish Government to improve and refresh this.

The accompanying Care Inspectorate document- *A guide to self-evaluation for community justice in Scotland* - will assist CPWD to underpin our commitment to continuous improvement and excellence in services.

The Covalent Performance Management System, currently used for monitoring all CPWD activity, will be used to record and monitor the performance of the Community Justice Outcome Improvement Plan and Self-Evaluation activity. Individual community justice organisations/bodies will also have a responsibility for recording and monitoring progress towards outcomes.

While progress will be reported quarterly through Delivery & Improvement Group reporting, an annual progress report will also be prepared 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.

In focusing on performance reporting and self-evaluation we will develop a local performance framework for community justice and implement a self-evaluation model for community justice informed by the Care Inspectorate guidance. In addition to this we will work alongside Scottish Government and Community Justice Scotland on the development of a national strategy for Innovation, Learning and Development.

Whilst local scrutiny will be responsibility of elected members, national scrutiny will be supported by Community Justice Scotland, established by the Scottish Government to:

***“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”***



**Appendix A – Community Justice Partners  
Community Justice Outcome Improvement Plan  
2017-2018**

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

The Community Justice (Scotland) Act 2016 details 'Community Justice Statutory Partners' 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, etc)	Disposal (custody)	From custody to community reintegration
Police Scotland Argyll and West Dunbartonshire	✓	✓	✓	✓	✓
Crown Office and Procurator Fiscal Service		✓	✓	✓	
Scottish Courts and Tribunals 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 Argyll and West Dunbartonshire Division (L Division)

West 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 West Dunbartonshire will be published by Police Scotland.

Police Scotland Argyll and West Dunbartonshire are members of Community Planning West Dunbartonshire (CPWD) Management structures including associated Outcome Groups, contributing extensively to our safer communities planning and delivery. Scrutiny reports can be found on West Dunbartonshire website: <http://wdccmis.west-dunbarton.gov.uk/cm5/Committees.aspx>

Key highlights of community justice transitions scoping work:

- Strong relationships established between Police Scotland Argyll and West Dunbartonshire and a wide range of local partners to progress positive outcomes for prevention and early intervention
- Revised partnership delivery model with a wide range of stakeholders through Community Police Youth Engagement Officers in designated schools
- Use of social media to inform, consult, raise awareness and seek support from citizens in solving crimes and locating missing persons
- Continued roll out of Police Scotland Youth Volunteer Programme
- Disclosure Scheme for Domestic Abuse Scotland for females and males, supporting a preventative approach. 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 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 Tribunals Service, and the Parole Board<sup>2</sup>

Police Scotland Argyll and West 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> <http://www.scotland.police.uk/your-community/argyll-and-west-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>. 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 CPWD however strong relationships are established with Police Scotland Argyll and West 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 is also expected to deliver improvement recommendations that West Dunbartonshire Community Justice Partners must take account of
- 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 Argyll and Bute, East Dunbartonshire, Inverclyde, Renfrewshire and East Renfrewshire
- 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 support 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 Tribunals Service (SCTS)

The Scottish Courts and Tribunals Service 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 CPWD structures. Relationships exist with Police Scotland, COPFS and Criminal Justice Social Work providing a strong foundation to build from. 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 Tribunals 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>
- Opportunity to capitalise on existing local engagement structures through the Sheriff Principal and Sheriff's current partnership working

Scottish Courts and Tribunals 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 (SPS)

The Scottish Prison Service 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>. West Dunbartonshire levels of reported crime and offences, in most categories, have remained stubbornly and persistently above the national average, what SPS prison people are placed can vary across Scotland. The number of male citizens imprisoned tends to be between 170-200 in any one week, around 60-70% placed in HMP Low Moss, HMP Barlinnie and HMP Greenock. Numbers of female citizens imprisoned is extremely low ranging from 3-8 mainly within HMP Cornton Vale and HMP Greenock. SPS have recently joined CPWD Management Group, represented by the Governor of HMP Low Moss and a representative from HMP Low Moss is a newly joined member of the HSCP Alcohol and Drugs Partnership.

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 and skills training
- 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 Governor was one of the key leads at the West Dunbartonshire Community Justice development session, attended by a range of statutory partners and Community and Volunteering Services

Scottish Prison Service contributes 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)

The West Dunbartonshire Health and Social Care Partnership Strategic Plan 2016-2019<sup>11</sup> details commissioning priorities that include: 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). Performance reporting and scrutiny is through HSCP, Council and Community Planning Partnership structures, reports can be found here: <http://wdccmis.west-dunbarton.gov.uk/cm5/Committees.aspx> and <http://www.wdhscp.org.uk/about-us/health-and-social-partnership-board/>

### 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, Health, Crown Office and Procurator Fiscal Service and Third Sector organisations.

The services provided by our Criminal Justice Service and through partnership arrangements 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

Criminal Justice Social Work has a long history of working with partner agencies and neighbouring Local Authorities to deliver effective intervention and support to people with an offending history. Community justice partners will continue to develop and improve our services and ability to promote social inclusion and integration into communities for people with an offending history.

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<sup>11</sup> <http://www.wdhscp.org.uk/about-us/health-and-social-partnership-board/>

## **Alcohol and Drugs**

West Dunbartonshire Alcohol and Drugs Partnership (ADP) provide health and social care services for individuals with problems linked to drug and/or alcohol misuse; physical, medical and social needs are considered as part of the assessment process. 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 West Dunbartonshire Alcohol and Drug Partnership to take forward an innovative, inclusive and recovery agenda focused on person-centred treatment which is informed by a comprehensive needs assessment. Learning from the 2016 Scottish Government and Care Inspectorate led Validated Self-Evaluation process and report<sup>14</sup> informed the current Action Plan 2016-2018, scrutiny of progress is through HSCP and CPP Boards.

Community justice partners can learn from the well-established and successful co-production model Future of Addictions Services Team (FAST)<sup>15</sup> and the outcomes from the activity delivered by third sector providers. There is a clearly defined link between alcohol/drug misuse and anti-social/offending behaviour, community justice partners will seek to enhance our asset-based approach to partnership working and develop effective evidence-based interventions.

## **Mental Health**

West Dunbartonshire mental health partnership working with Greater Glasgow and Clyde Health Board and other key stakeholders produces a programme of continuous improvement to redesign and reshape service provision. The network of mental health services includes Primary Care Mental Health Service working closely with GP's, two local community mental health teams in Clydebank and Dumbarton supporting people who suffer significant mental health problems in the local community<sup>16</sup>. Targeted service delivery is in place for older adults, young people, people in crisis and training/awareness-raising for suicide prevention

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.

There is a clearly defined link between addictions, mental health and anti-social/offending behaviour, community justice partners will seek to enhance our asset-based approach to partnership working and develop effective evidence-based interventions.

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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> <http://www.wdhscp.org.uk/media/1670/160916-west-dunbartonshire-adp-feedback-summary.pdf>

<sup>15</sup> <http://www.wdhscp.org.uk/adults-and-older-people/addictions/future-of-addiction-services-fast/>

<sup>16</sup> <http://www.wdhscp.org.uk/mental-health-services-for-cyp-adults/mental-health/>

## **Children and Young People: Health and Social Care Partnership and Education**

The CPP Integrated Children and Young People Services Plan<sup>17</sup> incorporates key strategic priorities and outcomes for children and young people in West Dunbartonshire with a shared commitment of partners to 'Getting It Right for Every Child' (GIRFEC). Community Planning West Dunbartonshire partners work together to achieve the best for children, young people and families and are committed to improving the lives and life chances of all children and young people. The Education Delivery Plan<sup>18</sup> provides the detail of activity and performance measures, scrutiny reports can be found on West Dunbartonshire website: <http://wdccmis.west-dunbarton.gov.uk/cm5/Committees.aspx>

Promoting the rights and views of children and young people, supporting them to influence and shape the development and delivery of services in West Dunbartonshire is critical to success. Represented on CPWD management structures including associated Outcome Groups, HSCP and Education contribute extensively to our safer communities prevention and early intervention planning and delivery.

Working together towards a whole system approach<sup>19</sup> is a key strength of current partnerships delivering services to children and young people in West Dunbartonshire. Small tests of change and action-based research continue to develop the range of evidence-based interventions available. The new model for community justice provides an opportunity to capitalise on these strong and effective partnerships with a focus on children and young people involved, or at risk of being involved with, the criminal justice system.

WD Children's and Education Services deliver a diverse and targeted range of initiatives in partnership with other community justice partners, some examples include: Police Scotland Youth Engagement Officers; Scottish Fire and Rescue Service Firefighter's Programme; and, Skills Development Scotland Modern Apprenticeships.

Prevention and early intervention activity delivered for children, young people and their families contributes significantly to improving outcomes for community justice. Community Planning Partners demonstrated further commitment to their corporate parenting duties by endorsing and signing up to the Scottish Care Leavers Covenant<sup>20</sup> and will build the evidence-based approach, identifying learning and development activity for the future that produces positive results and improves long-term outcomes for community justice.

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<sup>17</sup> <http://www.wdhscp.org.uk/useful-information/children-and-young-people/>

<sup>18</sup> <http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/delivery-plans/>

<sup>19</sup> <http://www.gov.scot/Topics/archive/law-order/crimes/youth-justice/reoffending/wholesystemintroduction>

<sup>20</sup> <http://www.scottishcareleaverscovenant.org/covenant>

## Primary Care

Primary care in a range of contracted services that deliver and develop primary care across West Dunbartonshire including: General Practitioners; Community Pharmacies; Dentistry; and, Optometry all of which are already engaged in a range of work programmes that support the objectives of the strategic plan. These services are at the front line of delivering, maintaining and improving population health. Third Sector plays an important role in supporting the strategic and operational delivery of primary care services alongside a range of other key partners within: the Independent Sector; Other Local Authority Departments; Outside area Health Services; Community Planning; and, Alcohol and Drugs Partnership. WD Community and Volunteering Service ongoing involvement in developing local representation and involvement in the West Dunbartonshire Locality Groups provides a strong foundation from which to improve community justice outcomes within primary care.

The new community justice model shares that same ambition that co-production will include supporting service users and carers to be equal partners in, and contributors to, their own health care and support, underpinned by a “common currency” of person centred care with structural arrangements for ensuring good joint working.

Key highlights of Health and Social Care Partnership community justice transitions scoping work includes:

- Criminal Justice Unpaid Work Service delivery of 17,321 hours of community benefit activity
- Criminal Justice Service strategic partnership with East and West Dunbartonshire Councils produced an ambitious 3 year improvement plan (2017-2020) and participated in testing the Care Inspectorate’s draft self-evaluation framework for community justice
- The delivery of CPC development sessions on Domestic Abuse for community planning partners and staff was completed and evaluated positively
- WD HSCP & WD Youth Alliance co-ordinated youth involvement activity to engage with Young People to consult on aspects of children’s’ services
- Alcohol and Drugs Partnership improvement activity with a focus to deliver evidence-based interventions that improve outcomes for children, young people and their families affected by alcohol and drug misuse. Further development of the Recovery Orientated Systems of Care (ROSC) model engaging wider stakeholders, i.e. criminal justice, housing is in progress
- Commitment to the Agenda for Change improvement activity contained within the Scottish Care Leavers Covenant

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

Community Planning West Dunbartonshire: Community Justice Participation Statement February 2017

## 2.6 Local Authority

### Housing and Employability Services (including wider Working4U Service)

Housing Services five year priorities for housing and housing support services can be found in the West Dunbartonshire Local Housing Strategy 2017-2022 (WDC LHS)<sup>21</sup>. More Homes, Better Homes West Dunbartonshire sets out the 10-point success plan “Forward in All Directions” split into 5 key themes, community justice is referenced under Sustainable and Supportive Communities.

In West Dunbartonshire a range of community justice key service delivery areas are located within Housing and Employability Services. The Working4U Service brings together specialist areas of work, adult and youth learning and money to offer employment/skills training and support, community adult learning, welfare and money advice providing access to a wide range of an individual’s community justice areas of needs, as shown on page 10 of the CPWD Community Justice Improvement Plan. The Communities Team, based in Community Planning are responsible for the delivery of the Your Community model, Community Development and Empowerment. Existing arrangements for communication, engagement and participation with tenants and other customers, including Registered Social Landlords (Housing Associations) are well embedded and present a range of opportunities for community justice partners to capitalise on.

Key highlights of community justice transitions scoping work includes:

- 1000 new build homes to be developed for rent with over £120m investment
- 87% of tenants feel WDC is good at keeping them informed about services and decisions<sup>22</sup>
- 89% of people accessing support in 2015/16 had increased or sustained income through benefit maximisation and 71% through reduced debt liability/debt management<sup>23</sup>
- The West Employability Hub in Dumbarton, co-location of Working4U, DWP and West College Scotland supported over 3,000 to pursue their goals during 2015/2016
- Delivery of 80 Modern Apprenticeships in 2015/16 within a range of sectors covering level two and level three
- Delivery of the multi-agency Safety4Kidz Experiential Learning Programme in schools

Housing and Employability Services including Working4U 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>21</sup> <http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/housing/>

<sup>22</sup> <http://www.west-dunbarton.gov.uk/housing/housing-news/>

<sup>23</sup> <http://www.west-dunbarton.gov.uk/council/community-planning-west-dunbartonshire/about-community-planning/our-performance/>

## 2.7 Scottish Fire and Rescue Service (SFRS)

Scottish Fire and Rescue Service strategic Local Plan<sup>24</sup> for West Dunbartonshire is informed through well-established community consultation structures including the online Consultation Hub<sup>25</sup>. During 2017, following a period on consultation, an updated Local Scottish Fires and Rescue Service Plan for West Dunbartonshire will be published.

SFRS are members of CPWD Management structures including associated Outcome Groups, contributing extensively to our safer communities planning and delivery. Scrutiny reports can be found on West Dunbartonshire website: <http://wdccmis.west-dunbarton.gov.uk/cm5/Committees.aspx>

Key highlights of community justice transitions scoping includes:

- SFRS Home Safety Visits service delivered critical engagement and protection activity. This free advice includes safety advice, fitting of smoke and heat detection to all householders in West Dunbartonshire
- 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
- Community Firefighter whose role is to promote all aspects of community safety education within schools and other community groups. This role is now developing to empower operational crews at local stations to carry out this important task
- Community Safety Coordinator provides an operational link with the Local Authority Community Safety Partnership and thematic sub groups
- 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 Argyll 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>24</sup> <http://www.firescotland.gov.uk/your-area/west/west-local-plans.aspx>

<sup>25</sup> <https://firescotland.citizenspace.com/>

## 2.8 Skills Development Scotland (SDS)

Skills Development Scotland is Scotland's skills body; the Corporate Plan<sup>26</sup> provides the Vision, Purpose and Goals that inform the range of programmes delivered across 6 Careers Centres in West Dunbartonshire<sup>27</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 CPWD Management Board and involved in a range of partnership activity contributing to improving local outcomes. Scrutiny reports can be found on West Dunbartonshire website: <http://wdccmis.west-dunbarton.gov.uk/cm5/Committees.aspx>

Key highlights of community justice transitions scoping includes:

- Career information, advice and guidance to 5431 individuals from April-December 2016
- 1563 people registered for *My World of Work* at December 2016
- 392 Modern Apprenticeship posts started and 461 were in training from April-December 2016
- 251 Employability Fund starts in the last 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
- Employer Engagement Team provides skills advice to 5 businesses
- Supported 9 employers and 417 individuals facing redundancy in the last year up to December 2016
- Continued partnership working support school leavers into positive destinations. Latest annual statistics show that 88.4% of 16-19 year olds in West Dunbartonshire are in learning, work or training, the national average is 92%

West Dunbartonshire Community Justice Partners will capitalise on the significant resource that SDS has to offer, improving education, skills and training is a critical area of focus for community justice partners.

Skills Development Scotland West 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>26</sup> <http://www.skillsdevelopmentscotland.co.uk/media/40263/sds-corporate-plan-2015-20-non-interactive-10-1.pdf>

<sup>27</sup> <http://www.skillsdevelopmentscotland.co.uk/in-your-area/west-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 2 of our Plan), 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 are examples of this 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.

West 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.



## **Appendix B**

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

**National Community Justice Strategy Section 4**  
***Improved public understanding and participation in community justice***

West Dunbartonshire Community Justice Outcome 1:  
*Improve public understanding and participation in community justice*

<b>Action</b>	<b>Action Due Date</b>	<b>Managed By</b>
<p>Establish community justice consultation areas to embed within CPWD <i>Your Community</i> model, supporting capacity building</p> <p>Develop and agree local indicators to be utilised to monitor progress within the new Community Justice model</p> <p>Develop an improved shared understanding of local community justice issues and what effective interventions can be delivered to provide opportunities for change</p> <p>Identify ways that we can improve communication, learning and innovation to secure better outcomes for our citizens and communities</p> <p>Ensuring community justice is a key element of consultation, engagement and involvement for key partners</p>	<p>31 March 2018</p>	<p>West Dunbartonshire Community Justice Partners</p>

West Dunbartonshire Community Justice Outcome 1 Performance Reporting Indicators		
Indicator Type	Indicator	Reporting Measure
Quantitative	Perceptions of local crime rate	West Dunbartonshire results from Scottish Government Household Survey
Contextual	Public attitudes to crime and other issues that impact on communities	West Dunbartonshire findings from Police Scotland <i>Your View Counts</i> survey/West Dunbartonshire Citizens Panel findings
Change and Impact	Activities carried out to engage with 'communities' as well as other relevant constituencies	Community Justice specific activities and results/outcomes of work undertaken in the development of West Dunbartonshire's refreshed Community Engagement and Participation Model including: People with convictions Victims of crime Wider Community of Residents Business Community
	Consultation with communities as part of community justice planning and service provision	Links between local police plans, <i>Your View Counts</i> and those for other partners and how they link to community justice  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

**National Community Justice Strategy Section 5  
Strategic Planning and Partnership Working**

**West Dunbartonshire Community Justice Outcome 2:  
*Improve community justice strategic planning and partnership working***

<b>Action</b>	<b>Action Due Date</b>	<b>Managed By</b>
Establish Community Justice priorities within the Delivery and Improvement Group structure - implementation in 2017-2018	June 2017	West Dunbartonshire Community Justice Partners
Improve our understanding, planning and service delivery to maximise opportunities for prevention and early intervention to reduce offending and re-offending	March 2018	West Dunbartonshire Community Justice Partners
Develop a framework and structure for involving those with a history of or affected by offending in the planning and delivery of community justice services		
Identify opportunities to build evidence of partner contributions		
Help workforces understand how they, and other partners, contribute to community justice outcomes		
Build effective links with children's services planning		
Support and assist the development of strong multi-agency public protection arrangements (MAPPA)		
Develop community justice outcomes, performance and improvement reporting framework and self-evaluation		
Contribute to the development of the Community Justice Scotland Strategy for Innovation, Learning and Development		

<b>West Dunbartonshire Community Justice Outcome 2 Performance Reporting Indicators</b>		
<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 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
		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
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

**National Community Justice Strategy Section 6  
Equal access to services**

**West Dunbartonshire Community Justice Outcome 3:  
*Improve access to community justice services***

Action	Action Due Date	Managed By/Lead
<p>Develop a consistent approach to the engagement with the children and families of people who have committed offences</p> <p>Support the development of effective mentoring and “through-the gate” models developing a collaborative model that:</p> <p>Promotes health improvement opportunities</p> <p>Facilitates the early assessment of individual housing need</p> <p>Improves access to financial and welfare advice services</p> <p>Promotes employment opportunities</p>	<p>31 March 2018</p>	<p>West Dunbartonshire Community Justice Partners</p>

West Dunbartonshire Community Justice Outcome 3 Performance Reporting Indicators		
Indicator Type	Indicator	Reporting Measure
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
	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
	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
	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
	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>

**National Community Justice Strategy Section 7  
Effective Use of Evidence-Based Interventions**

**West Dunbartonshire Community Justice Outcome 4:  
*Improve understanding and use of community justice evidence-based interventions***

<b>Action</b>	<b>Action Due Date</b>	<b>Managed By/Lead</b>
<p>Capitalise on third sector interventions</p> <p>Develop and review the evidence base to scope for areas for improvement in community justice early intervention and diversion</p> <p>Collaborate with local Alcohol and Drug Partnerships to scope, review and monitor the effectiveness of interventions for drug and alcohol use</p>	<p>31 March 2018</p>	<p>West Dunbartonshire Community Justice Partners</p>

**West Dunbartonshire Community Justice Outcome 4  
Performance Reporting Indicators**

Indicator Type	Indicator	Reporting Measure
Change and Impact	Use of “other activities requirements” in Community Payback Orders	Involvement of other partners in the other activities requirements, identification of improvements for 2018-2019
		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
Quantitative	The delivery of interventions targeted at problem drug and alcohol use	<p>Progress towards developing indicators:</p> <p>Number of referrals from criminal justice sources to drug and alcohol specialist treatment</p> <p>The number of alcohol brief interventions (ABIs) delivered in criminal justice healthcare settings</p>

**West Dunbartonshire Community Justice Outcome 5:**

***Individual has made progress against 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
- Individuals resilience and capacity for change and self-management are enhanced

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

**West Dunbartonshire Community Justice Outcome 5  
Performance Reporting Indicators**

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



## COMMUNITY PLANNING WEST DUNBARTONSHIRE

### **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 Dunbartonshire's Criminal Justice Partnership, this high level scoping work involved all named community justice organisations, third sector interface leads and a range of 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
- There is opportunity 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 tables 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

Activity	Who was involved	Learning Points
<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>	<p>Police Scotland L Division</p> <p>WDHSCP</p> <p>WDC</p> <p>Community Planning West Dunbartonshire</p> <p>Scottish Prison Service</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 Tribunal Service</p> <p>Alternatives</p> <p>Positive Prisons? Positive Futures</p> <p>Turning Point Scotland</p> <p>West Dunbartonshire Community and Volunteering Service</p> <p>Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)</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 West 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 development and embedding community justice within <i>CPWD Your Communities</i> model was 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>

Activity	Who was involved	Learning Points
<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>Police Scotland</p> <p>WDHSCP</p> <p>WDC</p> <p>West Dunbartonshire Community and Volunteering Service</p> <p>Community Planning West Dunbartonshire</p> <p>Scottish Prison Service</p> <p>Skills Development Scotland</p> <p>Scottish Fire and Rescue Service</p> <p>Street Cones</p> <p>Argyll, Bute and Dunbartonshire's Criminal Justice Partnership (Transitions support)</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>• L Division 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> </ul>

		<ul style="list-style-type: none"> <li>• Housing and Employability Services and the extensive range of support available within housing and homelessness services, Working4U (welfare, money, adult learning, skills training and employment) were critical to improving outcomes for community justice</li> <li>• Economic Development Working4Business and Social Enterprise services play a key role with employers to assist with overcoming barriers to work for people with convictions</li> <li>• West Dunbartonshire Community and Voluntary Services provide access to 940 voluntary organisations, this is a critical communication pathway that should be more fully capitalised on</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 West 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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		<ul style="list-style-type: none"> <li>• Street Cones performance and discussion forum with attendees contributed significantly to improving understanding of the challenges people with convictions face on the custody to community pathway. The impact and effectiveness of performing arts within the criminal justice pathways and for staff development was identified as a key strength for further development</li> </ul> <p><b>Weaknesses/Threats</b></p> <ul style="list-style-type: none"> <li>• Reducing resources for public bodies and wider services delivering community justice-related support</li> <li>• Communication, information-sharing and processes to deliver more effective multi-agency working can be challenging</li> <li>• Welfare Reform agenda and reducing DWP/JCP resources bring significant challenges to improving outcomes for community justice</li> <li>• Current strategic and operational planning arrangements are not as effective as they have the potential to be</li> <li>• Community integration plans do exist to support custody to community pathways, however engagement for many is voluntary</li> <li>• Communication pathways between Scottish Courts and Tribunal Services and Scottish Prison Service require strengthening</li> </ul>
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Activity	Who was involved	Learning Points
Two North Strathclyde regional events attended by HSCP (Criminal Justice and Youth Services), Police Scotland L Division, Scottish Fire and Rescue Services and Crown Office and Prosecution Services.	Police Scotland Crown Office and Procurator Fiscal Service WDHSCP Scottish Fire and Rescue Service Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)	<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 Community Justice West Dunbartonshire</li> <li>Contributed to the development of an Early Intervention Strategy for North Strathclyde Local Authority Areas</li> </ul>

Activity	Who was involved	Learning Points
Scoped current structures for engagement through the developing Community Planning <i>Your Communities</i> model, Police Scotland <i>Your View Counts</i> and West Dunbartonshire <i>Community and Volunteering Service</i>	Police Scotland Community Planning West Dunbartonshire West Dunbartonshire Community and Volunteering Service Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)	<ul style="list-style-type: none"> <li>Established a baseline of current interest/engagement that includes community justice</li> <li>Clear understanding of the priorities of our community in relation to crime</li> <li>Identified opportunities to improve engagement with 940 voluntary organisations</li> </ul>

Activity	Who was involved	Learning Points
<p>Initial scoping work through discussions with Criminal Justice staff and national Third Sector organisation staff</p> <p>Discussions with Sheriff Principal</p>	<p>WDHSCP</p> <p>Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)</p> <p>Turning Point Scotland (Turnaround Service)</p> <p>Scottish Courts and Tribunal Service</p>	<ul style="list-style-type: none"> <li>• Identified the pressure on resources due to increased disposals for Community Payback Orders</li> <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 a range of opportunities for improvement for consideration by Community Justice West Dunbartonshire</li> <li>• Identified further work to understand how we best capitalise on the assets and skills to assist citizens to desist from crime</li> <li>• Identified opportunity to establish a user group, supported by Turnaround Service</li> </ul>
<p>Engagement and visits to four Scottish Prison Service establishments. HMP Low Moss, HMP Greenock, HMP Cornton Vale and HMP Polmont</p>	<p>Scottish Prison Service</p> <p>Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)</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>

Activity	Who was involved	Learning Points
Initial scoping work to ascertain levels and diversity of service demand and delivery.	WDHSCP Victim Support Scotland (West Dunbartonshire)	<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>