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**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 ScotlandArgyll 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[[1]](#footnote-1). 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/cmis5/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[[2]](#footnote-2)

Police Scotland Argyll and West Dunbartonshire contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation Improve Access to Services

Improve Strategic Planning and Delivery Improve Effective evidence-based interventions

# 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[[3]](#footnote-3). COPFS video resource *Our role in your community* provides a comprehensive overview of role and responsibilities[[4]](#footnote-4)

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[[5]](#footnote-5), 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[[6]](#footnote-6)

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

Improve Community Consultation and Participation Improve Access to Services

Improve Strategic Planning and Delivery Improve Effective evidence-based interventions

# 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[[7]](#footnote-7). *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:

* Commitment to making best use of opportunity for disposals using 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[[8]](#footnote-8)
* 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 Access to Services

Improve Strategic Planning and Delivery Improve Effective evidence-based interventions

# 2.4 Scottish Prison Service (SPS)

The Scottish Prison Service organisational review publication *Unlocking Potential, Transforming Lives[[9]](#footnote-9)* 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[[10]](#footnote-10). 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 Access to Services

Improve Strategic Planning and Delivery Improve Effective evidence-based interventions

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

The West Dunbartonshire Health and Social Care Partnership Strategic Plan 2016-2019[[11]](#footnote-11) 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/cmis5/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.

**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)[[12]](#footnote-12), and ‘Changing Scotland’s Relationship with Alcohol (2009)[[13]](#footnote-13), 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[[14]](#footnote-14) 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)[[15]](#footnote-15) 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[[16]](#footnote-16). 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.

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

The CPP Integrated Children and Young People Services Plan[[17]](#footnote-17) 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[[18]](#footnote-18) provides the detail of activity and performance measures, scrutiny reports can be found on West Dunbartonshire website: <http://wdccmis.west-dunbarton.gov.uk/cmis5/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[[19]](#footnote-19) 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[[20]](#footnote-20) 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.

**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 Access to Services

Improve Strategic Planning and Delivery Improve Effective evidence-based interventions

# 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)[[21]](#footnote-21). More Homes, Better Homes West Dunbartonshiresets 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[[22]](#footnote-22)
* 89% of people accessing support in 2015/16 had increased or sustained income through benefit maximisation and 71% through reduced debt liability/debt management[[23]](#footnote-23)
* 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 Access to Services

Improve Strategic Planning and Delivery Improve Effective evidence-based interventions

# 2.7 Scottish Fire and Rescue Service (SFRS)

Scottish Fire and Rescue Service strategic Local Plan[[24]](#footnote-24) for West Dunbartonshire is informed through well-established community consultation structures including the online Consultation Hub[[25]](#footnote-25). 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/cmis5/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 Access to Services

Improve Strategic Planning and Delivery Improve Effective evidence-based interventions

# 2.8 Skills Development Scotland (SDS)

Skills Development Scotland is Scotland’s skills body; the Corporate Plan[[26]](#footnote-26) provides the Vision, Purpose and Goals that inform the range of programmes delivered across 6 Careers Centres in West Dunbartonshire[[27]](#footnote-27). 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/cmis5/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 Access to Services

Improve Strategic Planning and Delivery Improve Effective evidence-based interventions

# 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.

1. <http://www.scotland.police.uk/your-community/argyll-and-west-dunbartonshire/> [↑](#footnote-ref-1)
2. [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)/ [↑](#footnote-ref-2)
3. [www.copfs.gov.uk/publications/business-and-strategy-plans](http://www.copfs.gov.uk/publications/business-and-strategy-plans) [↑](#footnote-ref-3)
4. [www.copfs.gov.uk/in-your-community](http://www.copfs.gov.uk/in-your-community) [↑](#footnote-ref-4)
5. [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) [↑](#footnote-ref-5)
6. [www.crownoffice.gov.uk/involved-in-a-case/victims](http://www.crownoffice.gov.uk/involved-in-a-case/victims) [↑](#footnote-ref-6)
7. [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) [↑](#footnote-ref-7)
8. [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) [↑](#footnote-ref-8)
9. [www.sps.gov.uk/Corporate/Publications/](http://www.sps.gov.uk/Corporate/Publications/) [↑](#footnote-ref-9)
10. [www.sps.gov.uk/Corporate/Publications/](http://www.sps.gov.uk/Corporate/Publications/) [↑](#footnote-ref-10)
11. <http://www.wdhscp.org.uk/about-us/health-and-social-partnership-board/> [↑](#footnote-ref-11)
12. <http://www.gov.scot/Publications/2008/05/22161610/0> (accessed January 2017) [↑](#footnote-ref-12)
13. <http://www.gov.scot/Resource/Doc/262905/0078610.pdf> (accessed January 2017) [↑](#footnote-ref-13)
14. <http://www.wdhscp.org.uk/media/1670/160916-west-dunbartonshire-adp-feedback-summary.pdf> [↑](#footnote-ref-14)
15. <http://www.wdhscp.org.uk/adults-and-older-people/addictions/future-of-addiction-services-fast/> [↑](#footnote-ref-15)
16. <http://www.wdhscp.org.uk/mental-health-services-for-cyp-adults/mental-health/> [↑](#footnote-ref-16)
17. <http://www.wdhscp.org.uk/useful-information/children-and-young-people/> [↑](#footnote-ref-17)
18. <http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/delivery-plans/> [↑](#footnote-ref-18)
19. <http://www.gov.scot/Topics/archive/law-order/crimes/youth-justice/reoffending/wholesystemintroduction> [↑](#footnote-ref-19)
20. <http://www.scottishcareleaverscovenant.org/covenant> [↑](#footnote-ref-20)
21. <http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/housing/> [↑](#footnote-ref-21)
22. <http://www.west-dunbarton.gov.uk/housing/housing-news/> [↑](#footnote-ref-22)
23. <http://www.west-dunbarton.gov.uk/council/community-planning-west-dunbartonshire/about-community-planning/our-performance/> [↑](#footnote-ref-23)
24. <http://www.firescotland.gov.uk/your-area/west/west-local-plans.aspx> [↑](#footnote-ref-24)
25. <https://firescotland.citizenspace.com/> [↑](#footnote-ref-25)
26. <http://www.skillsdevelopmentscotland.co.uk/media/40263/sds-corporate-plan-2015-20-non-interactive-10-1.pdf> [↑](#footnote-ref-26)
27. <http://www.skillsdevelopmentscotland.co.uk/in-your-area/west-dunbartonshire/> [↑](#footnote-ref-27)