

“Argyll and Bute’s economic success is built on a growing population”

Community Justice Outcome Improvement Plan 2017-2018

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Acronyms

The following acronyms have been used throughout the document:

A&B CPP	Argyll and Bute Community Planning Partnership
SOA/LOIP	Single Outcome Agreement/Local Outcome Improvement Plan

1. Foreword

Argyll and Bute has a great track record of successful partnership working, because we know that working together ultimately makes life better for the people who live, work and visit our communities.

Having this strong foundation and tradition of working well together is particularly important in a key area like Community Justice. It gives us an opportunity to build on existing strong relationships with partners to make our communities safer through helping people affected by offending.

By working together, we as partners can help to effect positive change both in our own organisations and, crucially, with local people, changing behaviour through prevention and intervention that works.

We want to encourage our local communities to play a part by contributing to the local improvement plan for Community Justice, which helps to ensure that barriers are removed and that people with history of offending are able to become included and valued as citizens.

Pooling our resources and our expertise helps us to tackle together the underlying causes of offending in our communities, and to assist those who do offend through the whole Community Justice system, from arrest to reintegration. This means using sentencing options appropriately and effectively, not only to punish but to allow for early intervention which can stop further offending and support successful rehabilitation.

As Community Justice partners we will achieve this by working with people who offend as well as with their families, with victims and with wider communities. By coming together and understanding offending and its causes we can make our communities safer and stronger for all – together.

Dick Walsh
Chair – Argyll and Bute Community Planning Partnership



2. Argyll and Bute Community Planning Partnership Vision for Community Justice

Argyll and Bute Community Planning Partnership (A&B CPP) recognises that improving outcomes and delivering better services requires the active input and collaboration of a wide range of partners. Our strong CPP arrangements already in place has focused on 6 outcomes that are supported by the organisations and bodies involved with Community Planning. Scrutiny of progress takes place through our Community Planning Management Committee:

1. **The economy is diverse and thriving**
2. **We have infrastructure that supports sustainable growth**
3. **Education, skills and training maximises opportunities for all**
4. **Children and young people have the best possible start**
5. **People live active, healthier and independent lives**
6. **People live in safer and stronger communities**

The A&B CPP Community Justice Partners approach to building this new community justice model is both ambitious and measured. The wide range of organisations, services and key stakeholders is significantly diverse and complex, they already contribute extensively to the delivery of improved outcomes for community justice. The new responsibilities for community justice provide a welcome opportunity to capture our strengths, develop opportunities to improve and to begin to identify local community justice improvement activity. Within the national context the local ambition states:

Argyll and Bute 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

The new responsibilities on Argyll and Bute Community Justice Partners, which takes effect from April 2017, provide an opportunity to reflect on our existing services, refocus our local planning arrangements and activity towards improving outcomes to best meet the needs of our citizens and communities. Improving outcomes for community justice is linked across all the Argyll and Bute CPP Outcome Priority Groups noted above.

This Community Justice Outcome Improvement Plan provides the high level framework for improving outcomes for the period 2017-2018. It details the Local Outcomes/Priorities and the specific -actions to deliver improvements. Our Single Outcome Agreement/Local Outcome Improvement Plan will be updated to reflect the new legal requirement for community justice planning and improvement. Accompanying the Act is a National Strategy for Community Justice¹, Outcome, Performance and Improvement Framework¹ and Guidance¹. The Care Inspectorate, *A guide to self-evaluation for community justice in Scotland*¹, provides an

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

overarching framework for self-evaluation. These supporting documents will underpin our approach to community justice in Argyll and Bute.

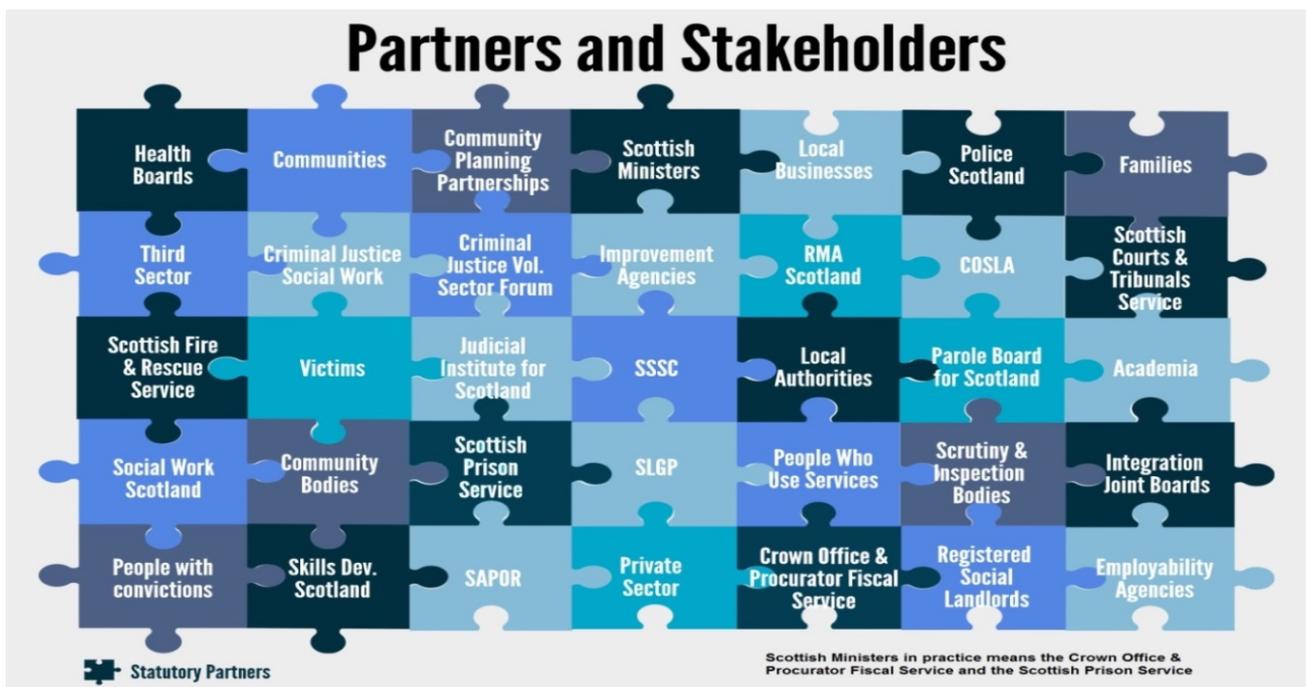
The National Strategy for Community Justice (2016) provides the following definition of community justice:

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

This definition recognises the wide range of partners, stakeholders and services required to deliver improving outcomes in relation to community justice. The Statutory Partners are noted below, they have a legal duty to engage with improved planning and service delivery processes and to report annually on their progress towards delivering the Argyll and Bute Community Justice Outcome Improvement Plan:

- Argyll and Bute Council
- Argyll and Bute Health and Social Care Partnership
- Police Scotland Argyll and West Dunbartonshire
- Crown Office and Procurator Fiscal
- NHS Highland
- Scottish Prison Service
- Scottish Fire and Rescue Service
- Scottish Courts and Tribunals Service
- Skills Development Scotland

Improving community justice outcomes through partnership working extends across and beyond the Community Justice Statutory Partners above. The graphic below contained within the National Strategy displays the diverse range of partner and stakeholders required:



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

Community Justice is a strand of the Scottish Governments wider justice improvement programme which contributes towards national outcomes and is relevant to all A&B CPP local Outcome Groups aimed at improving safety in our communities. The table below reflects the national outcomes which underpin this improvement framework:

Scottish Government National Outcomes

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

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

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

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

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

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

3. Community Justice Outcomes

The national document set provided for community justice strategic direction, performance improvement, guidance and self-evaluation framework for community justice has underpinned the development work to produce this local Community Justice Outcome Improvement Plan².

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

Structural Outcomes (Partners)	Person-Centric Outcomes (Citizens)
Improved Community Understanding and Participation	Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed
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 Community Justice Outcome Improvement Plan (2017/18) activities will focus on the 4 structural outcomes as detailed above. Improving our collective understanding of what currently exists to measure the progress of individuals (person-centric outcomes), will also be developed. 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.

A&B CPP Community Justice Partner’s continuous improvement programme will bring together the wide range of key partners required to improve outcomes which focus on the following:

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

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

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

- From custody to community reintegration

Our initial improvement activities during 2017-18 are focussed on strengthening our strategic planning and communication foundations; these are the building blocks towards a new model for community justice in Argyll and Bute. An annual improvement activity schedule will be developed, consulted on and implemented by A&B CPP Community Justice Partners.

The Plan and improvement activities will be updated in line with ongoing national developments, these include:

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

The potential impact of these national 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.

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

This managed approach will ensure that we set upon our performance improvement activity in a measured and achievable way. Each year we will publish our A&B CPP Community Justice progress report alongside our Single Outcome Agreement/Local Outcome Improvement Plan annual report.

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

4. Reducing offending and reoffending

In order to address the underlying causes of offending behaviours, research shows that a range of complex areas of needs should be assessed 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, Argyll and Bute has benefited from a reduction in overall levels of reported crime since 2006-07, a reduction of 50%³. Nonetheless, in the same period an increase of 46% in the number of recorded incidents related to domestic abuse⁴, evidencing an increased confidence in reporting.

Compared to the Scottish average of 1090 crimes and offences per 10,000 of the population in 2015/16, Argyll and Bute sits below this at 960.

The rate of crime per 10,000 of the population in Argyll and Bute was lower than the Scottish average in all but one of categories detailed in the table below.

Source: Scottish Government Recorded Crime 2015-2016	Non sexual crimes of violence	Sexual crimes	Crimes of dishonesty	Fire-raising, vandalism, etc	Other crimes	Motor vehicle offences	Misc. offences
Scotland	13	19	216	101	110	317	314
Argyll and Bute	10	17	100	74	102	407	250

Since 2013-14, Motor vehicle offences category has seen a 27% reduction from 558 per 10,000 of the population to 407, maintaining this downward trend in all categories is a key focus for Police Scotland and its key partners.

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

Year 1 – 10% increase

Year 2 – 10% increase

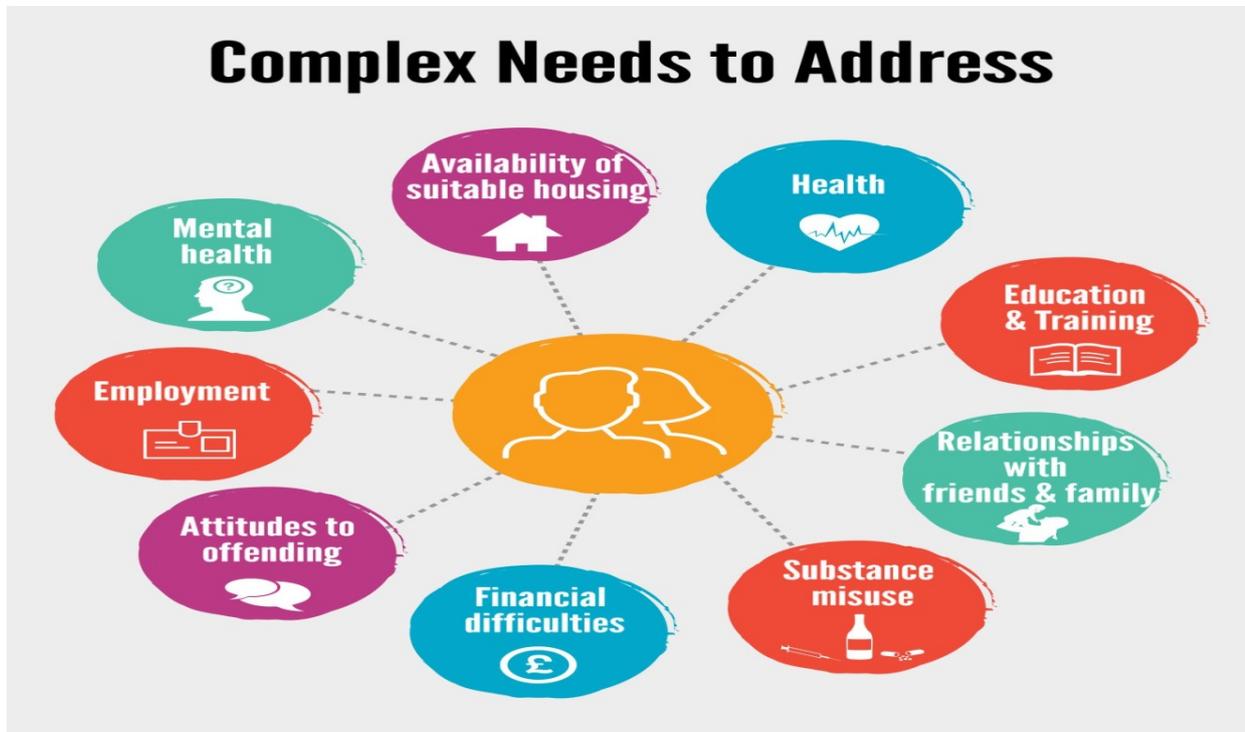
Year 3 – 5% increase

³ <http://www.gov.scot/Publications/2016/09/2960/downloads> Recorded Crime in Scotland, 2015-16

⁴ <http://www.gov.scot/Publications/2016/10/2442/downloads> Domestic Abuse recorded by Police in Scotland, 2015-16

Argyll and Bute CPP proposed improvement activity will include a review of trends and evidence, this information will allow Community Justice Partners to identify areas for priority and agree how targeted interventions will delivered.

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



Our improvement activity in the future will contain actions that ensure that A&B CPP Community Justice Partners move towards enhanced assessment, monitoring, recording and reporting of an individual citizen's progress in relation to offending and re-offending.

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.

5. Argyll and Bute Community Justice Priorities and Activity

Argyll and Bute Community Planning Partnership has identified 5 local outcome areas for delivery over the course of this improvement plan. These outcomes are described below and Appendix B provides details of our actions and reporting indicators that will ensure the shift towards the new model for community justice is maintained.

5.1 Improve Community Understanding and Participation

A&B CPP is developing a refreshed approach to community engagement and participation during 2017-2018. Community justice improvement activity will be a key element within this developing ambitious new model of engagement. Appendix B, pages 2-3 detail our priority improvement actions

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”

5.2 Improve Strategic Planning and Delivery

Argyll and Bute CPP has strong foundations in place through our model for reporting and scrutiny, we will capitalise on this existing resource to progress community justice improvement activity across all 6 of our SOA/LOIP outcomes. Appendix B, pages 3-5 detail our priority improvement actions.

The National Strategy for Community Justice (2016) defines the importance of effective 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...”

5.3 Improve Access to Services

Argyll and Bute CPP Community Justice Partner Organisations/Bodies already deliver a significant contribution to supporting individuals to access services and overcome barriers. Local outcome reporting on the wide range of existing activity are referenced in Appendix A. Appendix B, pages 5-6 detail our priority improvement actions.

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”

5.4 Improve understanding and use of evidence-based interventions

Argyll and Bute CPP Community Justice Partner Organisations/Bodies already deliver a significant contribution to supporting individuals through the use of evidence-based interventions. A summary can be found at Appendix A of this Plan. Appendix B, page 7 details our priority improvement actions.

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”

5.5 Person-Centric Outcomes

Argyll and Bute Community Planning partners deliver a wealth of diverse and wide ranging interventions 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. Appendix B, page 8 details our priority improvement action.

A&B CPP 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.

6. Performance Improvement Reporting and Self-Evaluation

The Scottish Government *Community Justice Outcomes and Performance Improvement Framework* will be the basis of monitoring and reporting on progress towards the New Model for Community Justice. The accompanying Care Inspectorate *A guide to self-evaluation for community justice in Scotland*⁵ will assist Argyll and Bute CPP to underpin our commitment to continuous improvement and excellence in services.

We will develop a reporting framework to record and monitor the performance of the Community Justice Outcome Improvement Plan and Self-Evaluation activity.

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

Whilst local scrutiny will be responsibility of elected members, national scrutiny will be supported by a new support body, Community Justice Scotland, established by the Scottish Government who defines the role as:

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

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

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

⁵ <http://www.careinspectorate.com/index.php/community-justice>

If you would like this document in another language or format, or if you require the services of an interpreter, please contact us.

Ma tha sibh ag iarraidh an sgrìobhainn seo ann an cànan no riochd eile, no ma tha sibh a' feumachdainn seirbheis eadar, feuch gun leig sibh fios thugainn.

Gaelic

إذا كنت ترغب هذه الوثيقة بلغة أو صيغة أخرى، أو إذا أحتجت خدمات مترجم، أالرجاء الإتصال بنا.

Arabic

Jeżeli chcieliby Państwo otrzymać ten dokument w innym języku lub w innym formacie albo jeżeli potrzebna jest pomoc tłumacza, to prosimy o kontakt z nami.

Polish

यह दस्तावेज़ यदि आपको किसी अन्य भाषा या अन्य रूप में चाहिये, या आपको आनुवाद-सेवाओं की आवश्यकता हो तो हमसे संपर्क करें

Hindi

یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو براۓ مہربانی ہم سے رابطہ کیجئے۔

Urdu

ਜੇ ਇਹ ਦਸਤਾਵੇਜ਼ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਜਾਂ ਜੇ ਤੁਹਾਨੂੰ ਗੱਲਬਾਤ ਸਮਝਾਉਣ ਲਈ ਕਿਸੇ ਇੰਟਰਪ੍ਰੈਟਰ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਤੁਸੀਂ ਸਾਨੂੰ ਦੱਸੋ।

Punjabi

本文件可以翻譯為另一語文版本，或製作成另一格式，如有此需要，或需要傳譯員的協助，請與我們聯絡。

Cantonese

本文件可以翻译为另一语文版本，或制作成另一格式，如有此需要，或需要传译员的协助，请与我们联系。

Mandarin

POLICE
SCOTLAND



Scottish Courts
and Tribunals Service



“Argyll and Bute’s economic success is built on a growing population”

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

1. Argyll and Bute 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	Through prosecution/ while on remand	Disposal (community-based sentences and	Disposal (custody)	From custody to community reintegration
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	arrest		home detention curfew, etc)		
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 career management skills and employability within the new model.				

2.0 Community Justice Statutory Partners and Stakeholders

2.1 Police Scotland Argyll and West Dunbartonshire (L Division)

Argyll and Bute Local Policing Plan is informed through well-established community consultation structures including the rolling Police Scotland *Your View Counts* online survey⁶. During 2017, following a period of consultation, an updated Local Policing Plan for Argyll and Bute will be published by Police Scotland.

⁶ <http://www.scotland.police.uk/your-community/argyll-and-west-dunbartonshire/>

Police Scotland Argyll and West Dunbartonshire are members of Argyll and Bute Community Planning Management structures including associated Outcome Groups, contributing extensively to our safer communities planning and delivery. Scrutiny reports can be found on Argyll and Bute website: <https://www.argyll-bute.gov.uk/moderngov/>

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 Board⁷

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 delivery⁸. COPFS video resource *Our role in your community* provides a comprehensive overview of role and responsibilities⁹

⁷ www.scotland.police.uk/access-to-information/the-victims-and-witnesses-scotland-act-2014/

⁸ www.copfs.gov.uk/publications/business-and-strategy-plans

⁹ www.copfs.gov.uk/in-your-community

COPFS are not currently members of Argyll and Bute Community Planning Partnership, 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 Argyll and Bute 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, West Dunbartonshire, 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, QC¹⁰, 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 jury¹¹

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

2.3 Scottish Courts and Tribunals Service (SCTS)

The Scottish Courts and Tribunals Service Corporate and Business Plans provide details of priorities and service delivery¹². *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.

¹⁰ www.copfs.gov.uk/media-stie-news-from-copfs/1462-review-of-victim-care-in-the-justice-sector-in-scotland

¹¹ www.crownoffice.gov.uk/involved-in-a-case/victims

¹² www.scotscourts.gov.uk/about-the-scottish-court-service/reports-data (Corporate Plan, Business Plan, Annual Report)

SCTS are not currently members of Argyll and Bute Community Planning Partnership. Relationships exist with Police Scotland and COPFS, providing a strong basis 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 services¹³
- 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

2.4 Scottish Prison Service (SPS)

The Scottish Prison Service organisational review publication *Unlocking Potential, Transforming Lives*¹⁴ 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 year¹⁵. Whilst Argyll and Bute does not have high levels of people imprisoned, what SPS prison they are placed

¹³ www.scotscourts.gov.uk/about-the-scottish-court-service/reports-data (Customer Service Excellence 2016)

¹⁴ www.sps.gov.uk/Corporate/Publications/

¹⁵ www.sps.gov.uk/Corporate/Publications/

can vary across Scotland, however HMP Low Moss, HMP Barlinnie and HMP Greenock support around 70% of males numbers range from 60-80 at any one time. Numbers of female citizens supported is extremely low ranging from 1-5 mainly within HMP Cornton Vale and HMP Greenock. SPS are not currently members of Argyll and Bute Community Planning Partnership however will be invited to join to assist us to progress towards the new model for Community Justice.

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 Argyll and Bute 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

2.5 Integration Joint Board (Health and Social Care Partnership)

The Health and Social Care Partnership Strategic Plan¹⁶ details national and local priorities actions and consultation pathways for the areas of: Criminal Justice, Youth Services, Children’s Services, Mental Health, Addictions and Locality Groups (including GPs, acute clinicians, social workers, nurses, allied health professionals, pharmacists, carers, service users of health and social care services, and representatives of the local community. Performance reporting and scrutiny is through both HSCP and Community Planning Partnership structures.

¹⁶ <https://www.argyll-bute.gov.uk/health-and-social-care-partnership>

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

Argyll and Bute Alcohol and Drugs Partnership (ADP) aim to positively tackling issues associated with the misuse of drugs and alcohol, a clear focus on the delivery of outcomes related to the 2013-2016 strategy, a refreshed strategy is currently under development through a range of activity including action-based research. The national strategies 'The Road to Recovery (2008)¹⁷, and 'Changing Scotland's Relationship with Alcohol (2009)¹⁸, provide the vision for Argyll and Bute Alcohol and Drug Partnership to

¹⁷ <http://www.gov.scot/Publications/2008/05/22161610/0> (accessed January 2017)

¹⁸ <http://www.gov.scot/Resource/Doc/262905/0078610.pdf> (accessed January 2017)

take forward an innovative, inclusive and recovery agenda focused on person-centred treatment which is informed by a comprehensive drug and alcohol needs assessment. Access to appropriate treatment, harm reduction, and recovery are the Alcohol and Drug Partnership's most important priorities for problem drug and alcohol service users, utilising an asset based approach to sustain wellbeing. Argyll and Bute ADP will publish a refreshed local strategy during 2017-2018.

There is a clearly defined link between alcohol/drug mis-use 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

Argyll and Bute Mental Health partnership working with NHS Highland and HSCP produces a programme of continuous improvement to redesign and reshape service provision. Mental Health Services aim to meet the increased demand for the provision of support from mental health clients within a community setting and developing a range of appropriate accommodation options for service users. The co-location and integration of mental health and community care teams has been a positive model of collaborative working in Argyll and Bute, with referrals to mental health services increasing by 17% in 2015-2016. A refreshed mental strategy for Argyll and Bute will be produced following the publication of the national strategy.

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

There is a clearly defined link between 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 Plan¹⁹ sets the direction and identifies the actions that all partners have committed to deliver in order to ensure that children and young people living in Argyll and Bute get the best possible start in life. Argyll and Bute Community Planning 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 Service Plan²⁰ provides the

¹⁹ <https://www.argyll-bute.gov.uk/ICSP>

²⁰ <https://www.argyll-bute.gov.uk/education-service-purpose-overview>

detail of activity and performance measures, scrutiny reports can be found on Argyll and Bute website: <https://www.argyll-bute.gov.uk/moderngov/>

Promoting the rights and views of children and young people, supporting them to influence and shape the development and delivery of services in Argyll and Bute is critical to success. Represented on A&B CPP management structures including associated Outcome Groups, HSCP and Education contribute extensively to our safer communities planning and delivery.

Working together towards a whole system approach²¹ is a key strength of current partnerships delivering services to children and young people in Argyll and Bute. The low numbers of children and young people in Argyll and Bute who become involved with the criminal justice system is consistently very low and this provides an opportunity for small tests of change and action-based research 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.

Children and Young People Services deliver a diverse and targeted range of initiatives in partnership with other community justice partners, some examples include: NHS Highland Health Improvement activity; Police Scotland Youth Engagement Officers; Scottish Fire and Rescue Service road and cycle safety activity and Young Firefighter's Programme; and, Skills Development Scotland Modern Apprenticeships.

Prevention and early intervention activity delivered for children and young people 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 Covenant²² and will build the evidence-based approach, identifying improvement activity for the future that can in tandem improve outcomes for community justice.

Primary Care

Primary care in a range of contracted services that deliver and develop primary care across Argyll and Bute including: General Practitioners; Community Pharmacies; Dentistry; and, Optometry all of which are already engaged in a range of work programmes that support the strategic objectives of the strategic plan. These services are at the front line of delivering, maintaining and improving population health. The Argyll and Bute Third and Community Sector play 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.

²¹ <http://www.gov.scot/Topics/archive/law-order/crimes/youth-justice/reoffending/wholesystemintroduction>

²² <http://www.scottishcareleaverscovenant.org/covenant>

The Third and Community Sector ongoing involvement in developing local representation and involvement in the Argyll and Bute Locality Planning Public Partnership Health and Care Forum and Carers Network 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 community benefit activity of 8,104 hours of work in Argyll and Bute
- 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
- *Think You Know* training delivered to educate young people about the dangers of cyber bullying and child sexual exploitation to keep themselves safe
- Roll out of principles of Young Firefighters Programme across Argyll and Bute to increase capacity building programmes for young people
- 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.
- 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

2.6 Local Authority

Housing Services/HOMEArgyll (Other Local Authority Services are noted in 2.9)

Housing Services five year priorities can be found in the Argyll and Bute Local Housing Strategy 2016-2021 (A&B LHS)²³. It sets out how the Council and its partners will continue to deliver a housing system that makes a strong contribution to thriving and sustainable communities and economic growth. The Council transferred housing stock to Argyll Community Housing Association in

²³ <https://www.argyll-bute.gov.uk/housing>

2006 and entered into partnership with four Registered Social Landlords (housing associations) to form a common housing register partnership call HOMEArgyll, they are: Argyll Community; Dunbritton; Fyne Homes; West Highland; and, associate member Cairn.

Argyll and Bute is the second largest local authority area in Scotland, has the third sparsest population density of the 32 Scottish local authority areas. Over half (52%) of the 88,040 population live in settlements of fewer than 3,000 people or out with settlements altogether. 17% of the population live on the 23 inhabited islands, alongside a long coast line contributing to a higher reliance on ferries for travel.

The HOMEArgyll partnership involvement within the context of community justice improvement activity will be developed, monitored and scrutinised through the existing A&B Housing Strategic Forum and underpinned by LHS Outcome 2 *People can access effective, personalised Housing Options service to meet their housing need.*

Key highlights of community justice transitions scoping work includes:

- HOMEArgyll partnership's strong strategic and operational planning forums provide an opportunity to develop and embed improving community justice outcomes within existing structures and framework
- HOMEArgyll partnership contribution to the strategic scoping work and commitment to improving community justice outcomes by capitalising on existing resources and improving strategic planning with the Scottish Prison Service
- HOMEArgyll extensive partnership working across a wide range of community justice partners provides strong foundations to build on

Housing Services/HOMEArgyll contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation
Improve Strategic Planning and Delivery

Improve Access to Services
Improve Effective evidence-based interventions

2.7 Scottish Fire and Rescue Service (SFRS)

Scottish Fire and Rescue Service strategic Local Plan²⁴ for Argyll and Bute is informed through well-established community consultation structures including the online Consultation Hub²⁵. During 2017, following a period on consultation, an updated Local Scottish Fires and Rescue Service Plan for Argyll and Bute will be published.

²⁴ <http://www.firescotland.gov.uk/your-area/west/west-local-plans.aspx>

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

SFRS are members of Argyll and Bute Community Planning Management structures including associated Outcome Groups, contributing extensively to our safer communities planning and delivery. Scrutiny reports can be found on Argyll and Bute website: <https://www.argyll-bute.gov.uk/moderngov/>

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 Argyll and Bute
- 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

2.8 Skills Development Scotland (SDS)

Skills Development Scotland is Scotland's skills body; the Corporate Plan²⁶ provides the Vision, Purpose and Goals that inform the range of programmes delivered across 6 Careers Centres in Argyll and Bute²⁷. 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

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

²⁷ <http://www.skillsdevelopmentscotland.co.uk/in-your-area/argyll-and-bute/>

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 Argyll and Bute Community Planning Management Board and is involved in a range of partnership activity locally contributing to improving local outcomes.

Key highlights of community justice transitions scoping includes:

- Career information, advice and guidance to 2201 individuals from April-December 2016
- 1339 people registered for *My World of Work* at December 2016
- 240 Modern Apprenticeship posts started and 461 were in training from April-December 2016
- 72 Employability Fund starts in the first 6 months of 2016, supporting people to develop the employability and vocational skills they need to make the transition into a Modern Apprenticeship or job
- Employer Engagement Team provides skills advice to 47 businesses
- Supported 4 employers and 57 individuals facing redundancy in the last year up to December 2016
- Continued partnership working to support school leavers and young people in transition, into sustained positive destinations. The latest annual Participation Measure shows that 94.2 % of 16-19 year olds in Argyll and Bute are in learning, work or training, compared to 90.4% nationally.

Argyll and Bute Community Justice Partners will capitalise on the significant resource that SDS has to offer, improving education, skills and training is a critical area for improving community justice outcomes.

Skills Development Scotland Argyll and Bute contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation
Improve Strategic Planning and Delivery

Improve Access to Services
Improve Effective evidence-based interventions

2.9 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.

Argyll and Bute 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.

“Argyll and Bute’s economic success is built on a growing population”

Appendix B – Implementation Actions and Performance Reporting Indicators

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

April 2017 – March 2018

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

Argyll and Bute Community Justice Outcome 1: *Improve public understanding and participation in community justice*

Action	Action Due Date	Managed By
<p>Develop and agree the framework to support embedding community justice consultation within relevant structures from April 2018</p> <p>Develop and agree local indicators to be utilised to monitor progress within the new community justice model</p> <p>Develop the community justice evidence base of existing service provision</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>	31 March 2018	Argyll and Bute Community Justice Partners

Argyll and Bute Community Justice Outcome 1 Performance Reporting Indicators

Indicator Type	Indicator	Reporting Measure
Quantitative	Perceptions of local crime rate	Argyll and Bute results from Scottish Government Household Survey
Contextual	Public attitudes to crime and other issues that impact on communities	Argyll and Bute findings from Police Scotland <i>Your View Counts</i> survey/Any other relevant local surveys
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 Argyll and Bute's refreshed Community Engagement and Participation Model including: People with convictions Victims of crime Wider Community of Residents Business Community

Argyll and Bute Community Justice Implementation Action Plan

April 2017 – March 2018

	<p>Consultation with communities as part of community justice planning and service provision</p>	<p>Links between local police plans, <i>Your View Counts</i> and those for other partners and how they link to community justice</p> <p>Specific consultation to identify the needs of the local community including meeting needs of underlying causes of offending and the knock-on impact to meeting broader community justice outcomes</p>
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<p align="center">National Community Justice Strategy Section 5 Strategic Planning and Partnership Working</p>		
<p>Argyll and Bute Community Justice Outcome 2: <i>Improve community justice strategic planning and partnership working</i></p>		
<p>Action</p>	<p>Action Due Date</p>	<p>Managed By</p>
<p>Establish community justice priorities within the CPP Outcome Group structure to oversee implementation during 2017-2018</p>	<p>May 2017</p>	<p>Argyll and Bute Community Planning Partnership</p>
<p>Improve our understanding, planning and service delivery to maximise opportunities for prevention and early intervention to reduce offending and re-offending</p>	<p>March 2018</p>	<p>Argyll and Bute Community Justice Partners</p>
<p>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</p>		
<p>Help workforces understand how they, and other partners, contribute to community justice outcomes</p>		

April 2017 – March 2018

National Community Justice Strategy Section 5 Strategic Planning and Partnership Working		
Argyll and Bute Community Justice Outcome 2: <i>Improve community justice strategic planning and partnership working</i>		
Action	Action Due Date	Managed By
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	March 2018	Argyll and Bute Community Justice Partners

Argyll and Bute Community Justice Outcome 2 Performance Reporting Indicators		
Indicator Type	Indicator	Reporting Measure
Change and Impact	Services are planned for and delivered in a strategic and collaborative way	Evidence of effective partnership working, e.g. from self-evaluation
		Evidence of involving communities, including those with a history of or affected by offending, in the planning and delivery of community justice services
		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

April 2017 – March 2018

Argyll and Bute Community Justice Outcome 2 Performance Reporting Indicators		
Indicator Type	Indicator	Reporting Measure
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		
Argyll and Bute Community Justice Outcome 3: <i>Improve access to community justice services</i>		
Action	Action Due Date	Managed By/Lead
Develop a consistent approach to the engagement with the children and families of people who have committed offences	31 March 2018	Argyll and Bute Community Justice Partners
Support the development of effective mentoring and “through-the gate” models developing a collaborative model that: Facilitates the early assessment of individual housing need Improves access to financial and welfare advice services Promotes health improvement opportunities Promotes employment opportunities	31 March 2018	Argyll and Bute Community Justice Partners

Argyll and Bute Community Justice Implementation Action Plan

April 2017 – March 2018

Argyll and Bute 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"> • Registered with a GP • Have suitable accommodation • Have had a benefits eligibility check 	A range of partner input requirements will begin to build this new indicator, progress to date reporting measure

April 2017 – March 2018

National Community Justice Strategy Section 7 Effective Use of Evidence-Based Interventions		
Argyll and Bute Community Justice Outcome 4: <i>Improve understanding and use of community justice evidence-based interventions</i>		
Action	Action Due Date	Managed By/Lead
<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>	31 March 2018	Argyll and Bute Community Justice Partners

Argyll and Bute 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>

April 2017 – March 2018

Argyll and Bute 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	Argyll and Bute Community Justice Partners

Argyll and Bute 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 Justice Participation Statement

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

We established that:

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

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

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

Argyll and Bute Community Justice Implementation Action Plan

April 2017 – March 2018

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

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April 2017 – March 2018

Argyll and Bute Community and Volunteering Service		
Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)		

Who was involved	Activity	Learning Points
Police Scotland Argyll and West Dunbartonshire (L Division) Health and Social Care Partnership/Health Board - Criminal Justice, Youth and Children's Services Local Authority Housing Services Argyll and Bute Community and Volunteering Service Community Planning Argyll and Bute Scottish Prison Service (Low Moss) Skills Development Scotland Scottish Fire and Rescue Service Street Cones Argyll, Bute and Dunbartonshires' Criminal	Full day development session with statutory partner management and frontline staff, local Third Sector Interface Lead and national Third Sector user representation organisation. Workforces identified an extensive and varied range of strengths, opportunities, weaknesses and threats in relation to current service delivery that contributes to community justice.	Strengths/Opportunities: <ul style="list-style-type: none"> • Extensive and diverse range of partnership working exists, communication and information-sharing protocols/pathways for community justice should be prioritised • Commitment of workforces to adjust and adapt service delivery to improve outcomes for community justice was clearly evident • 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 • Staff and service user attitudes were explored, developing an improved understanding, processes and protocols were identified as critical to improve experiences and outcomes • L Division Concern Hub model and Youth Engagement Officer roles could be further developed to progress improved outcomes for community justice • Health and Social Care Children's/Youth Services 'Whole Systems Approach' model should be developed for adults to progress improved outcomes for community justice • Health and Social Care Criminal Justice Service Community Payback Orders for Unpaid Work

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<p>Justice Partnership (Transitions support)</p>		<p>delivered extensive personal and skills development, identified as a critical area of development</p> <ul style="list-style-type: none"> • Health and Social Care Mental Health and Addiction Services were critical to improving outcomes for community justice and identifying enhanced partnership working opportunities should be prioritised • Housing, Employability and Welfare services in Argyll and Bute were critical to improving outcomes for community justice work is underway to identify enhanced partnership working opportunities • Economic Development and Social Enterprise services play a key role with employers to assist with overcoming barriers to work for people with convictions • Argyll and Bute Community and Voluntary Services has a significant enhanced contribution to make to improving community justice outcomes, work is underway to fully capitalise on this • 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 • 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 • Skills Development Scotland currently in Argyll and Bute 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 • Scottish Fire and Rescue Service Fire Reach
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		<p>Training, Fire Home Safety visits, Young Firefighters and Biker Down 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</p> <ul style="list-style-type: none"> • 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 <p>Weaknesses/Threats</p> <ul style="list-style-type: none"> • Reducing resources for public bodies and wider services delivering community justice-related support • Communication, information-sharing and processes to deliver more effective multi-agency working can be challenging • Welfare Reform agenda and reducing DWP/JCP resources bring significant challenges to improving outcomes for community justice • Current strategic and operational planning arrangements are not as effective as they have the potential to be • Community integration plans do exist to support custody to community pathways, however engagement for many is voluntary • Communication pathways between Scottish Courts and Tribunals Services and Scottish Prison Service require strengthening
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Who was involved	Activity	Learning Points
Police Scotland L Division Crown Office and Procurator Fiscal Service Health and Social Care Partnership/Health Board - Criminal Justice Scottish Fire and Rescue Service Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)	Two North Strathclyde regional events attended by HSCP (Criminal Justice), Police Scotland L Division, Scottish Fire and Rescue Services and Crown Office and Prosecution Services.	<ul style="list-style-type: none"> • Improved understanding relating to early intervention and diversion from prosecution to improve long-term outcomes. • Identified a number of areas for improvement particularly relating to communication for consideration by Community Justice Argyll and Bute • Contributed to the development of an Early Intervention Strategy for North Strathclyde Local Authority Areas
Who was involved	Activity	Learning Points
Police Scotland L Division Community Planning Argyll and Bute Argyll and Bute Community and Volunteering Service Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)	Scoped current structures for engagement through the developing Community Planning engagement and participation model, Police Scotland <i>Your View Counts</i> and Argyll and Bute <i>Community and Volunteering Service</i>	<ul style="list-style-type: none"> • Established a baseline of current interest/engagement that includes community justice • Clear understanding of the priorities of our community in relation to crime • Identified opportunities to improve communication, participation and engagement through A&B Community and Volunteering Service, work is underway to progress this

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

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

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

Who was involved	Activity	Learning Points
Argyll and Bute Community and Volunteering Service Range of Third Sector providers Street Cones Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)	Community Justice Third Sector Development Day	<ul style="list-style-type: none"> Identified opportunities in using organisations like Street Cones to raise issues and change perceptions. Detailed engagement on community justice is needed to have creative solutions for integration of people with convictions Supporting the whole needs of people with convictions through a joined up approach to supporting community payback orders