
Report to: Clackmannanshire Council

Date of Meeting: 9 March 2017

Subject: Community Justice Outcomes Improvement Plan 2017/18

Report by: Head of Strategy & Customer Services

1.0 Purpose

- 1.1. The purpose of this report is to present to Council the Clackmannanshire Community Justice Outcomes Improvement Plan for 2017/18. This plan has been developed in line the new responsibilities for Community Planning Partners set out in the Community Justice (Scotland) Act 2016 and subsequent guidance.

2.0 Recommendations

- 2.1. It is recommended that Council approves the Community Justice Outcomes Improvement plan for 2017/18.

3.0 Considerations

- 3.1 The new model for Community Justice in Scotland, which takes effect from the 1 April 2017, has been designed to bring together individuals and organisations to deliver a community solution to achieving improved outcomes for community justice; to prevent and reduce further offending; and to support desistance, including supervision where necessary. It builds upon investments made by the Scottish Government, local government in Community Planning and strengthened provisions under the Community Empowerment (Scotland) Act 2015.
- 3.2 The Scottish Governments vision for Community Justice is that Scotland is a safer, fairer and more inclusive nation 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.
- 3.3 The Community Justice (Scotland) Act 2016 requires statutory partners to: publish an Outcomes Improvement Plan by 31 March 2017; publish a participation statement; and, to report annually on progress against the Outcomes Improvement Plan.
- 3.4 The plan has been developed by the Community Justice Partnership in Clackmannanshire in consultation with a wide range of partners and stakeholders. It brings together the collective focus for improvement over the next year and establishes the foundations for improvement beyond 2018. The plan has been

informed by a Strategic Assessment and Offender Profile, baseline assessment of current work and a needs assessment to inform priorities going forward.

3.5 The plan has been developed in line with the requirements in the legislation; the National Strategy for Community Justice and the Community Justice Outcome Performance Indicator Framework. The plan is consistent with the Clackmannanshire's Single Outcome Agreement and Corporate priorities.

3.6 Six local priorities are identified in the plan. These are;

- Preventing the causes of offending;
- Ensuring community justice makes a difference in reducing offending;
- Strategic planning and partnership working;
- Increasing community awareness and understanding of community justice;
- Effective use of evidence based interventions;
- Equal access to services.

3.7 A wide ranging engagement and consultation exercise supported both the development of this plan and we also consulted in detail on the draft plan throughout January and February 2017. Feedback on the plan has been incorporated.

3.8 Community Justice is a Community Planning Partnership responsibility and as such, the chair of the Community Justice Partnership is responsible for implementing the plan.

4.0 Sustainability Implications

4.1. There are no sustainability implications arising from this report.

5.0 Resource Implications

5.1. There are no direct financial implications arising from this report.

5.2. There are no staffing implications arising from this report.

6.0 Exempt Reports

6.1. Is this report exempt? Yes (please detail the reasons for exemption below)
No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

The area has a positive image and attracts people and businesses	<input type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input checked="" type="checkbox"/>
Our communities are safer	<input checked="" type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>

- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

- 8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? Yes
No

9.0 Legality

- 9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

- 10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Community Justice Outcomes Improvement Plan 2017/18

11.0 Background Papers

- 11.1 None.

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Strategy and Performance Manager	2365

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy and Customer Services	Signed : S Crickmar
Garry Dallas	Executive Director	Signed: G Dallas



**Community Justice
Improvement Plan
for 2017/18**

Contents

Introduction	3
The New Model for Community Justice in Scotland.....	3
National Priorities.....	4
Principles	5
Outcomes, Performance and Improvement Framework	6
The assurance and improvement cycle	7
Scrutiny and Inspection.....	8
Clackmannanshire; The Context.....	9
The Community Planning Structure	11
Our use of Language	12
Local Priorities	12
Our Approach.....	13
Our Improvement Plan for 2017/18.....	15
Participation Statement: Engagement and Consultation.....	24
Appendix A -Equality Impact Assessment	26

Introduction

This plan sets out Clackmannanshire's Community Justice Plan for 2017/18. This plan has been developed in line with the National Strategy for Community Justice and Guidance for Local Partners in the New Model for Community Justice. This plan has been developed in partnership with a wide range of partners and stakeholders and brings together our collective focus for improvement over the next year and beyond 2018.

The plan has been developed from a sound understanding of the key issues in Clackmannanshire and how partners can contribute to improving outcomes locally. This basis of understanding has been informed by a; Strategic Assessment and Offending Profile; baseline assessment of current work and a needs assessment to inform priorities going forward. Our approach in Clackmannanshire has been collaborative with engagement of partners and stakeholders central throughout the process.

This annual plan has been developed to enable strategic alignment with Community Planning and the development of the Local Outcomes Improvement Plan and Locality Plans in Clackmannanshire as well as ongoing implementation of other key areas of the new Community Empowerment (Scotland) Act 2015.

The New Model for Community Justice in Scotland

The Scottish Government's National Strategy for Community Justice is founded on adopting a preventative approach: an approach to not only reduce crime and the number of future victims of crime, but to help to create a more just, equitable, and inclusive society where people's life chances are improved and our public resources are made best use of. The strategy sets out an ambitious vision where people are held to account for their offending, but are supported to be active and responsible contributors to their community, reduce further offending and support health inequalities.

The strategy takes a holistic approach to help people to make positive changes in their lives, and help tackle the underlying causes of their offending. It provides the basis for community justice partners to provide tailored wrap-around services which work with people as individuals, and which recognise their strengths, needs and aspirations. The strategy recognises that better access to welfare, housing and health services, wellbeing and employability assistance can reduce or even prevent offending from occurring in the first place. The strategy sets out the collective role that partners have in improving access to these and other services.

The National Strategy defines Community Justice as;

'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.'

The new model for Community Justice in Scotland, in place from the 1st April 2017, has been designed to bring together individuals and organisations to deliver a community solution to achieving improved outcomes for community justice; to prevent and reduce further offending; and to support desistance, including supervision where necessary. It builds upon investments made by the Scottish Government and Local Government in Community Planning and strengthened provisions under the Community Empowerment (Scotland) Act 2015.

The Scottish Governments vision for Community Justice is that Scotland is a safer, fairer and more inclusive nation 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 vision for community justice is intentionally ambitious and far-reaching with a holistic and collaborative approach at its heart. It is founded on a number of priorities and core principles and is underpinned by a comprehensive and robust performance and improvement framework. The intention is, therefore, to create a strong improvement culture and assurance that improved outcomes are being delivered.

National Priorities

The national strategy for Community Justice has identified the following priorities;



Principles

The vision for community justice is reinforced by the following principles:

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

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

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

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

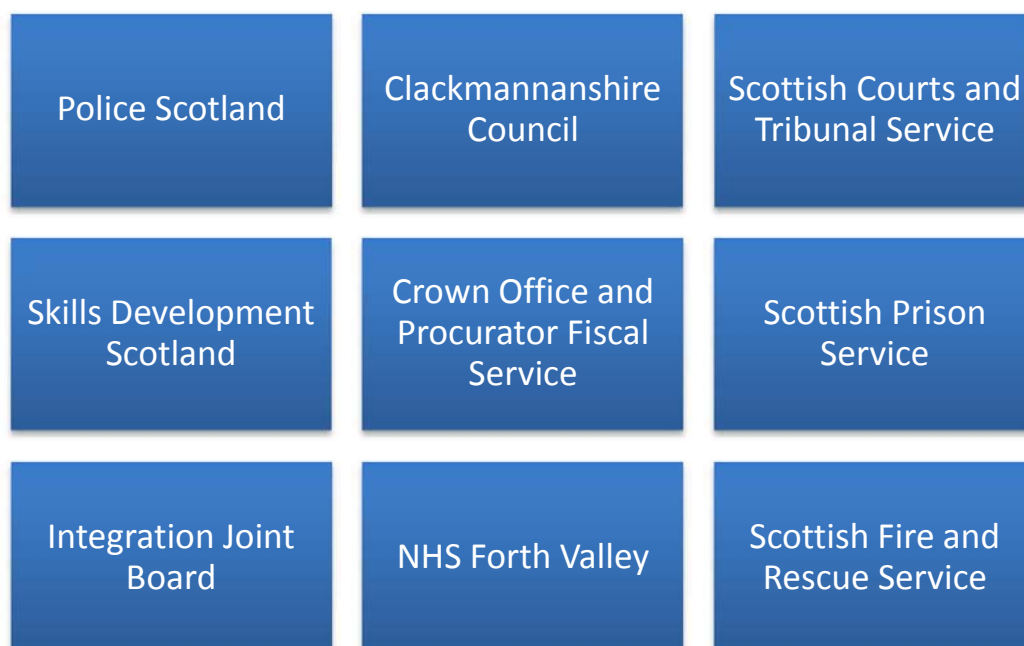
High quality, person-centred and collaborative services should be available to address the needs of those who have committed offences, their families, and victims of crime.

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

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

The new model for Community Justice, underpinned by the Community Justice (Scotland) Act 2016, has transformed the Community Justice landscape to bring a local perspective. The new model places planning at the local level where decisions can be made by people who know their area best. The core statutory partners responsible for collective delivery of community justice are outlined below.

The core statutory partners covered by duties in the Act are;



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.

The third sector also plays an important role in improving community justice outcomes. They are a source of innovation, responsiveness and flexibility, and can provide a meaningful connection to otherwise hard-to-reach service users and communities. The most effective way to improve outcomes for people and communities is by joined up working with the Third Sector at the planning stage.

Community is at the heart of the new model. Whether challenging stigma, employing people with convictions, or participating in community justice planning, improving community justice outcomes requires 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.

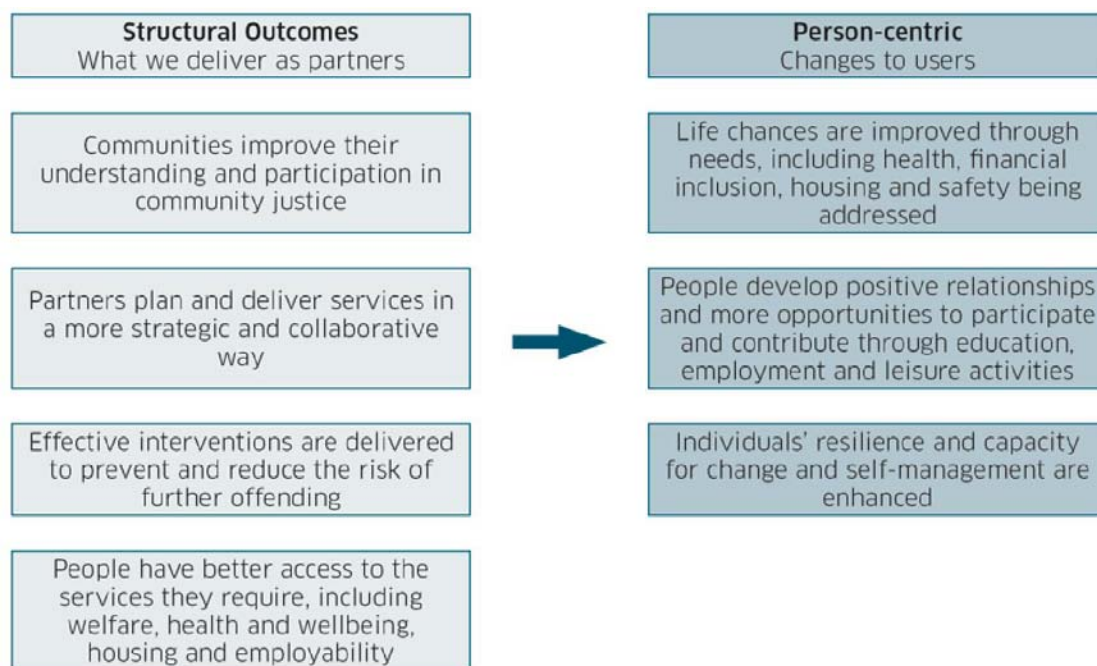
Outcomes, Performance and Improvement Framework

Continuous improvement will provide the new model with the flexibility to respond to new issues as they arise. An outcomes, performance and improvement framework has been developed alongside the strategy.

The Community Justice (Scotland) Act 2016 puts a duty on statutory Community Justice Partners to produce a community justice outcomes improvement plan that has regard to the National Strategy for Community Justice; National Outcomes, the Performance and Improvement (OPI) Framework; and local outcomes improvement plans for that area (LOIP).

The 4 priorities established in the National Strategy are aligned with the community justice outcomes contained in the Outcomes, Performance and Improvement Framework (OPI) and the framework provides a range of indicators to help partners measure improvements. Local Community Justice plans must reflect local actions which progress key areas of work under each of these outcomes.

The OPI framework sets out the national community justice common outcomes to achieve the vision presented in the National Strategy for Community Justice. The common outcomes contain both person-centred outcomes and structural outcomes. These are outlined below.



The partnership will report against the structure of the OPI Framework in its entirety, subject to the availability of quantitative data.

The assurance and improvement cycle

Community Justice Scotland will review all local plans, providing feedback to partners in order to share good practice and drive improvement. It will review all annual reports to provide independent professional assurance to Scottish Ministers and Local Government Leaders on the delivery of outcomes across Scotland.

Statutory partners are required to submit annual performance reports on progress against the community justice plan. Where the annual reports show that improvement is necessary, Community Justice Scotland will provide advice to local partners and targeted improvement support. Where performance issues persist, Community Justice Scotland may provide recommendations to Scottish Ministers on action required such as multi-agency inspections or, in exceptional circumstances, a rescue task group.

The use of self-evaluation is a key component outlined in the national strategy and guidance for local partners. A self-evaluation tool has been developed by the Care

Inspectorate for adoption by local partners in reviewing their plans and improving community justice outcomes locally.

Scrutiny and Inspection

There are several inspection agencies covering community justice. The new national body Community Justice Scotland is not an inspection body but can direct other scrutiny bodies in relation to the statutory partners' community justice duties as appropriate, including the following:

- The Care Inspectorate
- Her Majesty's Inspectorate for Prisons in Scotland
- Independent Prison Monitoring
- Her Majesty's Inspectorate of Constabulary in Scotland

Clackmannanshire; The Context

As part of our transitional priorities a local strategic assessment and offender profile was undertaken. This built on local profiles for Clackmannanshire developed by the Fife and Forth Valley CJA. This assessment and profile assisted partners in understanding key trends in Clackmannanshire in comparison with other authorities and Scotland on the whole. These are outlined below and the full strategic assessment can be found here <http://www.clacksweb.org.uk/document/5373.pdf>

The medium term trend of re-convictions in Clackmannanshire shows significant improvement, however the re-conviction percentage and the number of re-convictions per person remain high in Clackmannanshire against Scottish averages. The reconviction rate is a complex measure and when the data is standardised against the profile of the people who commit crime locally, then reconviction rates in Clackmannanshire are consistently below the national average reconviction rate. This reflects the good practice and professionalism of services. It also indicates that Clackmannanshire has proportionately more chaotic people who commit crime with more complex needs than most other local authorities in Scotland.

Re-offending in Clackmannanshire is inflated by a small group people who are responsible for a disproportionate level of crime year on year. Research about the people who persistently commit crime is consistent with other local feedback suggesting that they are characterised by risk themes such as the following:

Disproportionately common instances of traumatic life experiences such as being victims of bullying, violence, abuse, unresolved childhood bereavement (associated with premature death of loved ones from suicide, murder, drugs or alcohol abuse among other reasons for premature death)
Low self esteem/ poor mental health/ brain injuries/ childhood abandonment
Alcohol / drug misuse
Poor education levels/ experience of school exclusion or disengagement
Unsuitable housing arrangements
Long term unemployment and long term unemployment of family and friends
Social exclusion and isolation
Mistrust of authority/unwillingness to engage with statutory services until their situation is at crisis point
Poor communication, literacy, numeracy skills and poor decision making
Unstable personal relationships with family, partners, friends and neighbours
Early engagement with criminality, an offending identity, associated stigmatisation and limited opportunities to thrive without crime
Other poverty markers such as poor health and life expectancy, residing in areas of multiple deprivation and experience of corporate parenting

Typically their behaviour is observed but their suffering is obscured. Effective community justice will reduce re-offending by balancing the requirement to control offending behaviour with support to build individual resilience to desist from crime.

Analysis of available data demonstrates the following local features in Clackmannanshire:

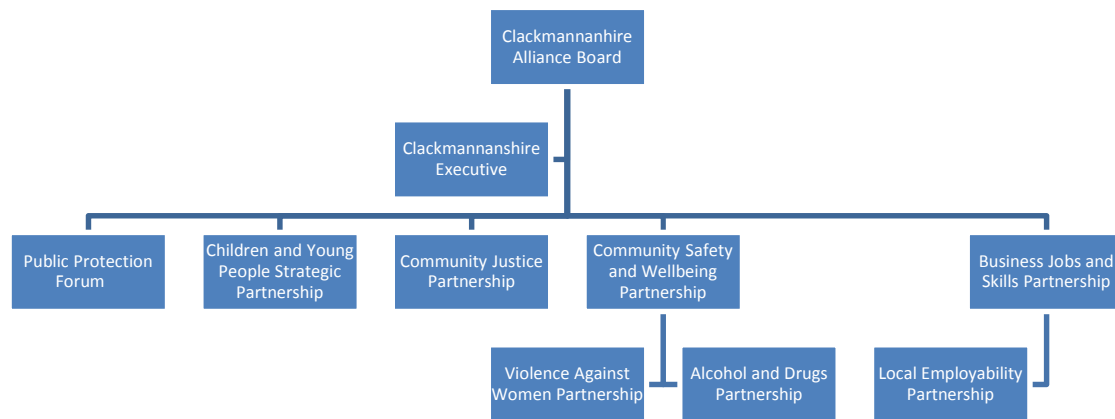
- There are long-term trends in Clackmannanshire for higher levels of violence than comparator local authorities. There is also long term trend for higher rates of reconvictions for people who commit violent offences compared to Scottish averages.

- Sex offences are predominantly committed by people who have never been convicted rather than re-offending.
- The MAPPA arrangements provide effective risk management for violent or sexual offenders. The Service in Clackmannanshire was shown to be robust in the inspection by HMCIS and the Care Inspectorate. 2 reconvictions have been recorded over a 4 year reconviction reporting period.
- There are long term trends in Clackmannanshire for lower levels for crimes of dishonesty than comparator local authorities and Scottish averages. Despite this the number of people convicted for crimes of dishonesty is high and the trend of reconvictions is slightly above the Scottish average.
- Clackmannanshire recorded crimes relating to vandalism, mischief and fire raising etc. are among the highest rates in Scotland but “other crimes” tend to be near the Scottish average.
- There is a long term trend for high reconviction rates for all age groups against relevant Scottish averages, except for over 40’s where the trend closely aligns Scottish averages.
- Clackmannanshire has a long term history of proportionately high numbers of people aged under 21 being convicted and reconvicted compared to most other local authorities but significant improvements have been made since the implementation of the whole systems approach. This work is critical to deter lifetime offending patterns.
- Clackmannanshire has a long term trend for higher than average reconviction rates after monetary penalties changing to higher than average reconviction rates for CPO/RLO’s. This correlates with a reduction in use of monetary penalties and an increase in CPO/RLO’s.
- A long term trend for women who are convicted demonstrates a high ratio of women who are convicted in Clackmannanshire. There is also a long term trend for higher reconviction rates for women in Clackmannanshire than the Scottish average.
- There is a comparatively high rate of domestic abuse reported and recorded in Clackmannanshire.
- A number of indicators demonstrate that there is a problematic relationship with alcohol and drugs in Clackmannanshire in comparison to Scottish averages
- Suitable housing arrangements make a critical contribution to reducing re-offending. Like most local authorities, Clackmannanshire has considerable demands on limited housing stock.
- There are too few realistic pathways to safe, suitable and sustainable employment for people using justice services - this inhibits hope for new lifestyles and risks set-backs leading to regression.

The Community Planning Structure

The Community Planning Partnership established a new Community Justice Partnership during the transitional year. This partnership comprises all statutory partners as well as core community and third sector partners. The role of the partnership to date has been the commissioning of the Strategic Assessment; a Baseline Report and a Needs Assessment Report which has informed the development of this plan.

The partnership itself reports directly to the Clackmannanshire Community Planning Executive Group and the Community Planning Board – known locally as the Clackmannanshire Alliance. The Community Justice Partnership sits as one of 5 strategic planning partnerships in Clackmannanshire. The local structure is outlined below. More information on community planning in Clackmannanshire is available on the link <http://www.clacksweb.org.uk/community/planning/>



The Clackmannanshire Community Planning Partnership has developed a single year community justice plan for Clackmannanshire for 2017/18. This plan aims to enable partners to develop its culture of improvement over the next 12 months and beyond but also to provide a degree of flexibility locally to respond to opportunities that may arise as Community Justice Scotland matures and develops its own evidence base.

Our own baseline assessment in Clackmannanshire has identified a number of quick wins and marginal gains for 2017/18 but also work which will inform longer term priorities for the partnership beyond 2018. Our annual plan will also enable closer alignment to the Local Outcomes Improvement Plan (LOIP) and Locality Plans in Clackmannanshire which take effect on the 1st October 2017.

The community justice plan for Clackmannanshire sets our planned activity in respect of the priorities identified in the National Strategy and an additional priority agreed by partners and stakeholders locally. These are set out below and in the pages that follow.

These align with our current Single Outcome Agreement (2013-23) Outcomes. These are;

- Clackmannanshire has a positive image and attract business and people;
- Communities are more inclusive and cohesive;
- People are better skills, trained and ready for learning and employment;
- Communities are and feel safer;
- Vulnerable people and families are supported;
- Substance misuse and its effects are reduced;
- Health is improving;
- Our environment is protected and enhanced;
- Our public services are improving

Our use of Language

There are complex connections and disconnections between victims, survivors, people who commit crime and their families. An offending identify is in itself a risk factor and is divisive. To avoid stigma and to aid the simplicity of language this plan refers to them collectively as people who use justice services and their families, regardless of whether or not that crime was reported to the police.

Local Priorities



Our Approach

Partners have agreed an overarching approach to meet these priorities. These are;

Working with Community Planning Partnerships

The community justice partnership is one of 5 strategic community planning partnerships in Clackmannanshire. There are many overlapping priorities with other partnerships and important areas of work being developed and implemented in each. We understand that outcomes will be improved by working together to inform priorities, planning and practice; understanding our collective performance and impact and also targeting resources where they are most required.

Community Justice Ambassadors

Partners will develop community justice ambassadors within their own organisations and extended networks in order to cascade the evidence on “what works” to reduce further offending. These ambassadors will help to create a culture of community justice understanding and participation in Clackmannanshire and within their own organisations. Communities of Practice will seek to develop ambassadorial roles of their members.

Assets based approaches

Partners will support the engagement of the community and communities of interest such as people who use justice services and their families. People are experts of their own experiences and this expertise is valuable in informing what we do and how we do it. More importantly the partnership will take an assets based approach in order to support the transformation of lives by using the untapped potential of people who use justice services and their families.

Communities of Practice (COP)

Partners recognise the contributions of paid staff and volunteers within the community justice workforce. Their ability to maintain a person-centered approach; their insights into developing the practical connections in community justice; and the way that they share knowledge with each other are crucial factors in improving outcomes.

To this end, partners will support the facilitation of COP's. The terms of the COP's will be flexible to allow the development of action research learning and appropriate use of time but they will be long term in nature. COP's will be tasked to document and implement changes to practice as well as inform the partnership about requirements for improvement. Members of COP's will also be required to cascade findings to colleagues in their own organisations. COP's should be influenced by communities of interest and in turn the COP's should influence the partnership.

The following Communities of Practice will be established in 2017/18:

- Prevention and Early Intervention
- Health Improvement
- Employment and Financial Inclusion
- Substance Misuse

- Managing Person-centred Delivery
- Recruitment
- Community Justice (including Housing and Transition from Prison)

Focus Groups

Focus Groups will be used for shorter-term investigative work which is designed to provide recommendations for improvement.

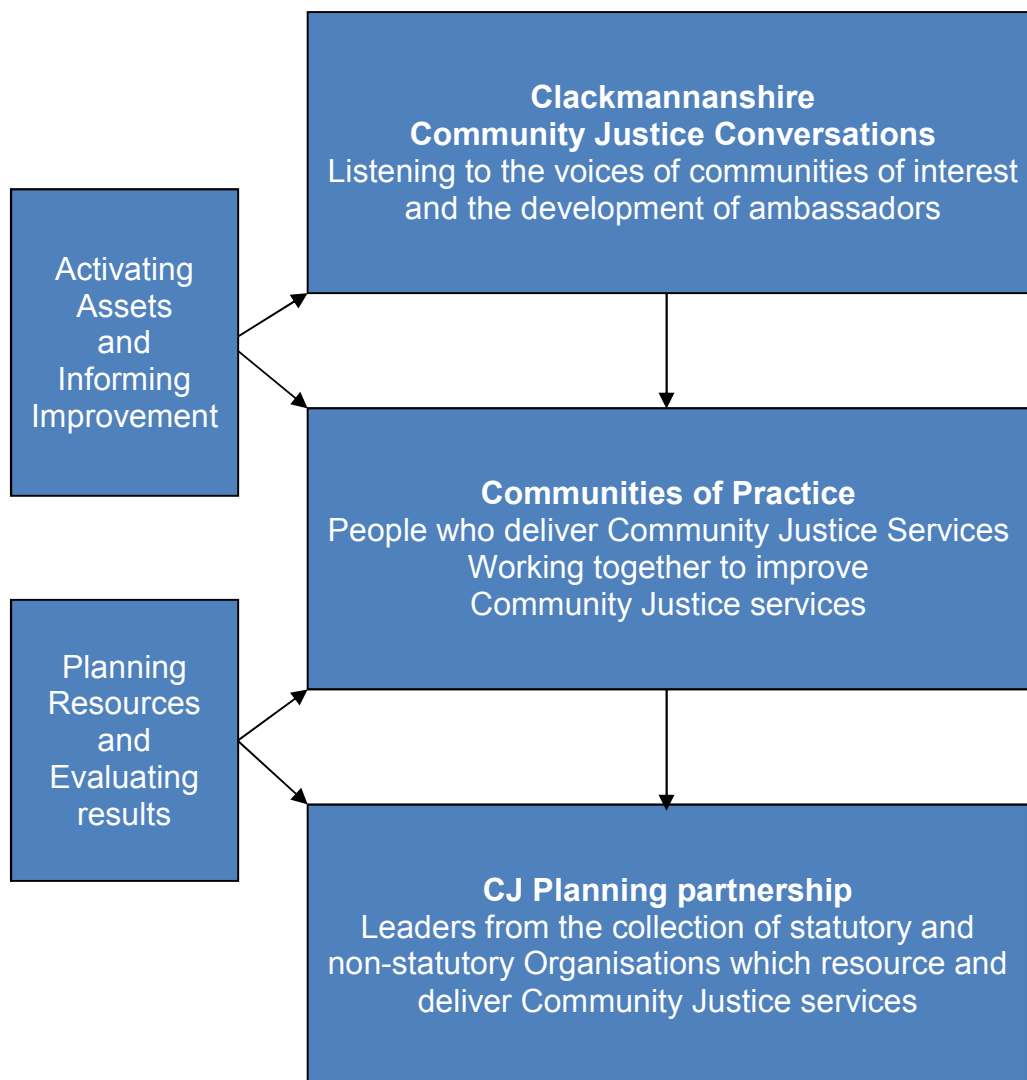
Wider resources

The community justice partnership will work with national and regional partners across the public, private and voluntary sectors in order to support and develop Clackmannanshire Community Justice.

Our Improvement Plan for 2017/18

The following pages set out our priorities for action for 2017/18.

The Clackmannanshire community Justice Baseline Assessment outlines a range of existing services and contributions across all of the priority areas. These contributions are planned to continue throughout 2017/18. The 1 year improvement plan sets out the development of an assets based community justice structure. It's focus is on; working collaboratively, making marginal gains and the collection of robust evidence to inform future changes. The model is demonstrated in the diagram below.



Clackmannanshire Alliance: Community Justice Partnership Delivery Plan 2017/18

Priority 1 Preventing the causes of offending behaviour

Performance measures

Development and review of a preventing the causes logic model

Action	Due date	Lead partners
Identify and support individuals who use justice services to be able to contribute their experiential knowledge to improve the effectiveness of services in line with the prevention agenda.	November 2017	CJSW/Apex/Recovery Café/victim support/Clacks women's Aid/CTSI
Continue to work with Families Outside to inform improvements to outcomes for children affected by family imprisonment.	March 2018	Families Outside/ Education services
Explore future alignment of plans between community justice and the Attainment Challenge.	March 2018	Attainment Challenge
Develop a an early intervention/prevention community of practice to engage people using justice services and triangulate their viewpoints with the perspectives of other stakeholders and the research evidence; in order to inform improved outcomes for children affected by parental involvement in the criminal justice system in ways which are non-labelling and non-stigmatising. Provide recommendations to relevant Clackmannanshire strategic groups based on findings and record & implement quick wins in services.	June 2017	CJSW clients, Clacks VAW Partnership/ MAHRS Group/ Families outside
Assets based community development in areas of multiple deprivation in order to influence contributions to preventing the causes of offending	September 2017	SFRS/CWSP
Adoption of commitments for the Family Firm Agenda to include more Community Justice Partners	April 2018	SFRS/SDS
Development of a logic model to support evaluation	November 2017	Clackmannanshire Council

Priority 2 - Improving Community Understanding and Participation in Community Justice – Putting the community into Clackmannanshire Community Justice

Performance measures

Community Justice Outcome Performance Indicator Framework (OPIF) – Outcome 1

Action	Due date	Lead partners
Publish a participation statement detailing the community engagement in the development of the Community Justice Improvement Plan	April 2017	Clackmannanshire Council
Publication of an equality impact assessment for community justice	April 2017	Clackmannanshire Council
Develop and implement a community justice communications plan. This plan should use resources and assets described in the baseline assessment such as, links to “Just Like You”, “See Me” and Recovery messages, social media of partners, mainstream media and the use of ambassadors.	June 2017	SPS/ADP Clacks Council
Ambassador toolkit: develop a toolkit to support ambassadors to help them communicate the evidence base around community justice from a local perspective.	April 2017	Clackmannanshire Council
Ambassador development: The partners will draw ambassadors from their own organisations and networks to effectively cascade the community justice evidence base.	March 2018	SPS/Police/Courts/ COPFS/SFRS/CTSI
Organise a Clackmannanshire Community Justice stakeholder event to communicate progress and maintain engagement.	August 2017	Clackmannanshire Council/CTSI
Develop mechanisms to measure understanding and participation in Community Justice	September 2017	Clackmannanshire Council S&P
Review the community engagement processes in unpaid work, record and implement any quick wins and make recommendations to the partnership. Involve CTSI, TRF and Community Councils	September 2017	CJSW
Develop a web presence for Community Justice in Clackmannanshire and implement a rolling perception survey	April 2017	Clackmannanshire Council S&P
Development of volunteering opportunities at the new visitor centre at HMP Glenochil with community justice engagement and understanding as a core priority	March 2018	SPS/CTSI

Priority 3 - Improved Strategic Planning and Partnership working

Potential performance measures

Community Justice OPIF outcome 2

Action	Due date	Lead partners
Undertake a review of information management and information sharing across community justice and make stop, start and continue recommendations.	December 2017	Clackmannanshire Council Housing
Map journeys into and out of criminal justice for people who use justice services and their families. This will feed into Communities of Practice to improve understanding about necessary improvements for the longer term strategic plan and will consider engagement at teachable moments to support proposals for workable solutions for any disconnects.	April 2017	Clackmannanshire Council S&P
Commissioning the voluntary sector to undertake small community justice projects in Clackmannanshire linked to emerging evidence of need.	October 2017	CTSI
Undertake a community justice workforce training audit in readiness for a more robust training needs assessment to respond to emerging evidence of local training need.	October 2017	Clackmannanshire Council S&P
Develop a longer term Community Justice Improvement Plan based on emerging evidence.	March 2018	Clackmannanshire Council S&P
Develop and update a Clackmannanshire directory of services so that the Community Justice Workforce stays informed about the range of services for people using justice services and their families.	April 2017	CTSI
Publish a training directory of available courses for the community justice workforce	April 2017	CTSI
Provide an annual report on progress to Community Justice Scotland	March 2018	Clackmannanshire Council S&P

Priority 4 - Improving Access to Services

Potential performance measures

Community Justice OPIF – Outcome 3

Action	Due date	Lead partners
Set up a mechanism to record the availability of specialist health services for CJSW clients to build capacity to report on the implications of any delays or disconnects.	April 2017	CJSW/Health and Social Care Partnership
Conduct a review of housing concerns and implement appropriate improvement actions relating to people using justice services and their families within the context of the established Vanguard System. Concerns include: <ul style="list-style-type: none"> • The speed of transition from temporary housing • Difficulties in accessing the Welfare Fund/Discretionary Housing Payments • High Costs of temporary housing and the associated benefit trap • Speeding up the availability of known addresses for people being liberated from prison • Provision of housing support for people prior to liberation from prison • Mitigating housing/benefit factors which may harm positive relationships • Ensuring victims and survivors are safe and feel safe Provide recommendations based on findings and record & implement quick wins.	November 2017	Clackmannanshire Council Housing/ Focus Group
Develop a Community of Practice to review the effectiveness of every contact in the community justice pathway as a health improvement opportunity to ensure that people using justice services and their families have access to (and uptake) appropriate health services especially at critical teachable moments. Provide recommendations based on findings and record & implement quick wins.	June 2017	CWSP Health and Wellbeing COP. Cross cuts CWSP Health and Social Care Partnership, Integrated Mental Health Services
Set up a focus group to review the effectiveness of every contact in the community justice pathway to ensure that people using justice services have access to (and uptake) appropriate financial and welfare services especially at critical teachable moments. Provide recommendations based on findings and record & implement quick wins.	June 2017	CAS/ Clackmannanshire Council S&P
Develop a Community of Practice to review the pathway to suitable, safe and sustainable employment for people with convictions in Clackmannanshire with consideration to conviction disclosure bias (self and external), qualification attainment, volunteering pathways, wider employability development and self-employment/business start-up. Provide recommendations to CJP and LEP based on findings and record & implement quick wins.	June 2017	Employment COP/Apex/SDS LEP/CTSI/JC+

<p>Set up a focus group to review Community Integration after prison with relation to the availability of time critical services and the uptake of those services. The COP will consider; adding value to Police welcome visits, addressing family and victim concerns and other practical options to smooth transition after prison.</p> <p>Provide recommendations based on findings and record & implement quick wins.</p>	Dec 2017	CJSW/ TSO/PSP/Police Throughcare Focus Group
<p>Develop a Community of Practice to review the effectiveness of every contact in the community justice pathway as an opportunity to address substance misuse and ensure that people using justice services have access to (and uptake) appropriate substance misuse services especially at critical teachable moments. This should include sharing best practice around engagement while people are still offending.</p> <p>Provide recommendations based on findings and record & implement quick wins.</p>	June 2017	Substance misuse COP/ADP
<p>Review the practical processes for registration with GP's for people who use justice services with other local authorities. Provide recommendations based on findings and record & implement quick wins.</p>	November 2017	NHS

Priority 5 - Effective Use of Evidence Based Interventions

Potential performance measures

Community Justice OPIF Outcome 4

Action	Due date	Lead partners
<p>Services will provide information that they collect through the assets based process with communities of interest. Sessions with a range of groups including the Recovery Café, CJSW clients, prisoners, Positive Prisons, Victim Support, the mental health planning group, the ADP Family Support Service and Families Outside will be coordinated.</p> <p>Areas of particular interest will be evidence of best practice include the following:</p> <ul style="list-style-type: none"> • being flexible and innovative in response to varying and complex needs • understanding the complex needs of differing cohorts (e.g. women, young people, individuals with drug dependency, learning difficulties, ethnicity etc) • delivering at the right time, and only as invasive as it needs to be in order to deliver the change needed • developing and nurturing the assets and skills of people using justice services • Incorporating support from friends, families and communities to help develop positive relationships • More generally the Communities of Interest will inform how services can be better designed, delivered and advertised to improve engagement and outcomes for people using justice services 	<p>December 2017</p>	<p>CJSW /ADP/CTSI</p>
<p>A Criminal Justice Community of Practice will provide recommendations based on findings and record & implement quick wins against the following aspects of improving community justice:</p> <ul style="list-style-type: none"> • Providing a more consistent, graduated response to difficulties with compliance, focused on supporting individuals to comply with the requirements of their order • Increasing the availability and quality of alternatives to remand such as electronic monitoring and bail supervision • Developing the use of other activities in CPO's and pathways to volunteering • Increasing the availability and quality of services in order to maximise the use of community disposals such as community payback orders, DTTOs, electronic monitoring and structured deferred sentences • Capitalising on third sector interventions to improve community justice outcomes • Supporting service users; encouraging them to be well prepared and being motivated for participation supported to participate and apply any learning; and supported to follow up on goals they have set as a result of participation. 	<p>December 2017</p>	<p>Criminal Justice Community of Practice – Scottish Court Service – COPFS – Police/CTSI/CJSW</p>

<ul style="list-style-type: none"> • Reducing the inappropriate use of remand and short term prison sentences • Increasing the appropriate use of diversions from prosecution • matched an individual's level of risk, focused on their specific needs, and matching their responsivity characteristics 		
<p>How partners develop person centred employees and cultures is central to community justice outcomes.</p> <p>Develop a Person Centred Management COP to support a culture and environment for person-centeredness. It will also provide recommendations based on findings and record & implement quick wins.</p>	June 2017	Management of person centeredness COP/ Clacks Council Organisational Development/ NHS Public Health/Healthy Working Lives
<p>A Recruitment Focus Group will review the successes and failures within organisations and networks in selecting people with convictions for employment and volunteering.</p> <p>Provide recommendations based on findings and record & implement quick wins.</p>	November 2017	SDS/ Recruitment Focus Group /BJS/ Recruit With Conviction
<p>Develop an information package for COPFS National case markers so that they have a clear reference tool about the quality of diversion from prosecution options in Clackmannanshire</p>	April 2017	CJSW

Priority 6 - Ensuring Community Justice makes a difference in reducing offending

Outcomes

1. Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed.
2. People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities
3. Individuals resilience and capacity for change and self-management are enhanced

Potential performance measures

Community Justice OPIF Outcomes 5, 6 and 7

Outcome	Action	Due date	Lead partners
Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed.	<ul style="list-style-type: none"> • Service Audit reports on life chances highlighting good practice and recommendations. • Develop a whole system logic model report on life chances based on the service reports, feedback from communities of practice and communities of interest 	June 2017	Clackmannanshire Council CJSW/S&P
		December 2017	
People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities	<ul style="list-style-type: none"> • Service Audit report on relationships, education, employment and leisure activities highlighting good practice and recommendations. • Develop a whole system logic model report on relationships, education, employment and leisure activities based on the service reports, feedback from communities of practice and communities of interest 	June 2017	Clackmannanshire Council CJSW/S&P
		December 2017	
Individuals resilience and capacity for change and self-management are enhanced	<ul style="list-style-type: none"> • Service Audit report on resilience, capacity for change and self management highlighting good practice and recommendations. • Develop a whole system logic model report on resilience, capacity for change and self management based on the service reports, feedback from communities of practice and communities of interest. 	June 2017	Clackmannanshire Council CJSW/S&P
		December 2017	
	Map the use of performance and assessment tools used within community justice	August 2017	Clackmannanshire Council S&P

Participation Statement: Engagement and Consultation

During the preparation of this plan all statutory community justice partners were consulted and participated in its development. These partners recognise that success in reducing reoffending requires contribution by a broader range of individuals and organisations that are not specified in legislation. The Clackmannanshire Community Justice Partnership therefore agreed its engagement and consultation approach to ensure that a wide range of partners and stakeholders were engaged in the process of developing this plan throughout. This work included focus groups with people who use community justice services and their families.

A Community Justice stakeholder engagement event was held in May 2016 at HMP Glenochil. This event was attended by a range of statutory and non statutory partners and helped to inform the Baseline Assessment and the development of this Community Justice Plan for Clackmannanshire. Key themes were also identified from the event on how partners can develop ongoing engagement with communities and communities of interest in implementation of the plan. These themes are also reflected in our plan going forward. Partners participating in this event are noted below;

Alcohol and Drugs Partnership	Apex Scotland	Barnardos	Church of Scotland	Citizens Advice Bureau	FFV CJA	Clackmannanshire Council	Scottish Fire and Rescue Service
Clackmannanshire Third Sector Interface	Job Centre Plus	MAPPA	Open Secret	Police Scotland	Positive Prisons Positive Futures	Skills Development Scotland	Scottish Prison Service
Tullibody Community Council	Violence Against Women Partnership	Violence Reduction Unit	Wellbeing Scotland	Families Outside			

A series of stakeholder and engagement meetings and focus groups have also been undertaken locally, along with briefings and presentations to key partnerships and key stakeholder groups including a briefing with Elected Members. Desk based research and joint peer work with other community justice partnerships has also helped to develop our engagement approaches and raise awareness locally of the work of Community Justice partners in Clackmannanshire.

The list of partners and stakeholders engaged through these stakeholder and engagement meetings are shown below;

Focus Groups have been held as follows;

Victim Support Volunteers	Positive Prisons. Positive Futures – People with convictions
Families Outside – Families affected by imprisonment	Hawkhill Community Centre – Community members
A former prisoners focus groups	Interviews with prisoners from HMP Glenochil
CTSI – Third sector organisations (2 focus groups) – with representatives from Play Alloa, Forth Valley Men’s Sheds, Tenants and Residents Federation, the Travellers Site, SDS CTSI, Home-Start	

Clackmannanshire, The Rotary, The Carers Centre, Forth Valley Volunteering Matters, ASC Forth Valley, Clackmannanshire Disability Awareness Group

Stakeholder engagement meetings have been held with the following partners;

Ace Recycling	Apex Scotland	Barnardo's
Central Scotland Regional Equality Council	Citizens Advice Scotland	Church of Scotland
Clackmannanshire Women's Aid	Forth Valley Men's Sheds	Forth Valley Rape Crisis
Forth Valley College	Job Centre Plus	Resonate Arts
Signpost	Stirling & Clackmannanshire Interfaith Community Justice Group	The Gate
Clackmannanshire Violence Against Women Partnership coordinator	Violence Reduction Unit	Wellbeing Scotland
Youth Community Support Agency – Just Like you campaign		

Consultation

Partners will begin to formally consult on the draft Community Justice Plan for Clackmannanshire in January 2017. The consultation will be based on Citizen Space our online consultation database and will comprise a short questionnaire on the draft plan. All partners, stakeholders and communities of interest, as well as the wider community in Clackmannanshire have been invited to participate in the consultation and to feedback their views on the draft plan. Feedback will be incorporated before the final plan is approved.

The final plan will be available on <http://www.clacksweb.org.uk/> and partners respective websites.

Appendix A -Equality Impact Assessment

Defining the Policy

Title of Policy:	Community Justice Outcomes Improvement Plan
Service:	Clackmannanshire Community Justice Partnership
Team:	Strategy and Customer Services
<p>What is the purpose of the proposed policy or changes to established policy?</p> <p>This plan sets out local implementation of the national strategy for community justice as defined in the Community Justice (Scotland) Act 2016. The plan is a one year plan which aims to improve implementation and delivery of appropriate services in Clackmannanshire. Core partners are covered by a statutory duty to deliver the new national model for community justice locally. This assessment therefore reflects the obligations placed on each statutory partner as a collective.</p>	
<p>Who is affected by the policy or who is intended to benefit from the proposed policy and how?</p> <p>The plan supports people who have used community justice services and their families. The plan also aims to prevent people from requiring community justice services. The act defines this as people who;</p> <ul style="list-style-type: none"> • have been convicted of an offence • have been given an alternative to custody in respect of an offence • have been given an alternative to prosecution • have been arrested on suspicion of having committed an offence • are aged 16-17 years who are subject to a compulsory supervision order under section 67(2)(j) of the Children’s Hearings (Scotland) Act 2011. <p>There are complex connections and disconnections between victims, survivors, people who commit crime and their families. To avoid stigma and to aid the simplicity of language this plan refers to them collectively as people who use justice services and their families, regardless of whether or not that crime was reported to the police.</p>	

How have you, or will you, put the policy into practice? Who will be responsible for delivering it?

The Community Planning Partnership in Clackmannanshire and the Community Justice Partnership will be responsible for delivering the plan. The plan is required to be reviewed nationally by Community Justice Scotland and locally by the Clackmannanshire Alliance Board. Each partner will be required to approve the plan through their respective governance body, and in respect of Clackmannanshire Council, this plan will be required to be approved by full Council.

The plan will be delivered and monitored by the partnership and scrutiny provided by Clackmannanshire Councils Scrutiny Committee through regular community planning reports. Annual progress reports will be submitted to Community Justice Scotland.

In the Stage 1 Screening you identified that the policy will impact on one or more of the protected characteristics.

What information do you have that tell you how this policy might have an impact. Key Questions:

- Will the impact of the proposed policy/function be the same or different for each group identified?
- Is there any indication or evidence of higher or lower participation or uptake of services by different groups?
- Are there any groups of people who are not taking up services?

Protected Characteristic	What Evidence do you have and Consultation has been undertaken
Sex Pregnancy and Maternity Disability Race Religion and Belief Marriage and civil partnership Gender reassignment Sexual Orientation Age	Through the engagement process the following representative groups and forums have been consulted: Clackmannanshire Womens Aid Central Scotland Regional Equality Centre Scottish Offender Learning Disability Network 3 rd Party Hate Crime lead at Clackmannanshire Travellers Site Positive Prisons...Positive Futures Clackmannanshire Third Sector Interface Churches

Table 3: What is the impact on the protected characteristics identified? (see Step 3 of guidelines)

Protected Characteristic	Impact (H,M,L or U)*	Description of Impact
Sex	L	<p>Overall the nature of the plan is to reduce offending and further offending. Research and information from consultation tells us that there are correlations between criminal convictions and protected characteristics. Although the plan does not differentially impact on any protected characteristic group, we will be mindful about what we know about community justice, offending and protected groups and the design of person centred approaches in Clackmannanshire.</p> <p>We have identified through consultation that, like many crime categories, hate crimes towards protected characteristics and domestic abuse is under reported.</p> <p>Domestic abuse affects significantly more women than men. The plan provides for improvements to be made to domestic abuse services in Clackmannanshire, however these are designed to support any victim of domestic abuse crimes.</p> <p>The plan is designed to support both males and females with convictions. Although it is recognised that the approaches may require to be tailored to males and females, neither sex will be disproportionately impacted. Continued development of a person centred approach is fundamental to the plan.</p>
Pregnancy and Maternity	L	No impact identified.
Disability	L	There are identified correlations between those with learning disabilities and convictions with a knock on effect on employability and income. Continued development of a person centred approach is fundamental to the plan.

Race	L	Consultation tells us that people from ethnic backgrounds have specific needs from services. Continued development of a person centred approach is fundamental to the plan.
Religion and Belief	L	Consultation tells us that people from different religion and beliefs have specific needs from services. We also know that there are higher proportions of people from Roman Catholic backgrounds in the prison population in Scotland. This correlates with the poverty profile of the Roman Catholic population and the poverty profile of prisoners in Scotland. Continued development of a person centred approach is fundamental to the plan.
Marriage and civil partnership	L	no impact identified
Gender reassignment	L	Consultation tells us that there are particular problems for people with gender reassignment in the prison population in Scotland. Continued development of a person centred approach is fundamental to the plan.
Sexual Orientation	L	Consultation tells us that there are particular problems for people in terms of sexual orientation in the prison population in Scotland. Continued development of a person centred approach is fundamental to the plan.
Age	L	This plan develops an early intervention approach to support young people with adverse childhood experiences. However the continued development of a person centred approach is fundamental to the plan for all age groups.

Table 4: Does the policy need to be changed?(see step 4 of Guidelines)

Are there any changes?		
Protected Characteristic	Description	
All	No	No Changes required.

Approved by:

Name (Head of Service)	Celia Gray
Date	16/01/17

