



THE EDINBURGH PARTNERSHIP

Community Justice Outcomes Improvement Plan 2019-22

Executive Summary

The Community Justice (Scotland) Act 2016 introduced a new model for community justice and from 1 April 2017, devolved decision making for the planning and delivery of community justice services to local community planning partnerships. The Edinburgh Community Safety Partnership (ECSP) has responsibility for developing and implementing Edinburgh's Community Justice Outcomes Improvement Plan (CJOIP) on behalf of the Edinburgh Partnership (community planning). The ECSP agreed the draft CJOIP 2019-22 on 27 August 2019.

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Recommendations

- i. the Edinburgh Partnership to approve the CJOIP 2019-22 at Appendix 1.

1 Background

1.1 Partners have continued to build on work and activities set out in the previous CJOIP, and developed a revised three year working CJOIP 2019-22 which will be revised and updated annually to reflect progress and any new emerging priorities. The CJOIP supports and aspires to the Scottish Government's vision for community justice where Scotland is a safer and more inclusive nation where we:

- Prevent and reduce 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

2 Main Report

2.1 The CJOIP 2019-22 identifies four local outcomes, supported by eight local priorities, listed in table 1 below.

Table 1

<u>Local priority</u>	<u>Local outcome</u>
○ Establishing closer links with communities and localities	Increased community and service user engagement

<ul style="list-style-type: none"> ○ Increasing service user engagement which actively informs service development and delivery 	
<ul style="list-style-type: none"> ○ Creating reporting arrangements into the ECSP that demonstrate the impact of our interventions and services ○ Establishing closer working links with the third sector 	Improved communication and engagement with partners and the third sector
<ul style="list-style-type: none"> ○ Improving access and sustainability of housing for people in the criminal justice system ○ Developing and delivering trauma informed leadership ○ Delivering services which demonstrate a greater awareness of men's experiences of trauma 	People in the criminal justice system experience improved access to and engagement with, housing and other support services
<ul style="list-style-type: none"> ○ Early identification of opportunities to support vulnerable people so that positive interventions can be implemented sooner (through developing an early intervention strategy) 	Needs are identified and services made available at the earliest opportunity

- 2.2 ECSP partners will hold a planning and priorities meeting in December 2019 to agree subgroups and partner leads to take forward the CJOIP priorities. This will also include developing SMART actions to deliver the Action Plan at Appendix 3 in the CJOIP.
- 2.3 Once approved by the Edinburgh Partnership, the CJOIP 2019-22 will be submitted to Community Justice Scotland; the national agency for promoting leading standards of community justice across Scotland.

Contribution to:	Low		Medium		High
◆ Sustainability	1	2	3	4	5
◆ Equality	1	2	3	4	5
◆ Community Engagement	1	2	3	4	5
◆ Prevention	1	2	3	4	5
◆ Joint Resourcing	1	2	3	4	5

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Appendices:

Appendix 1: Community Justice Outcomes Improvement Plan 2019-22



Edinburgh Community Justice Outcomes Improvement Plan

2019 - 2022



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Edinburgh Integration Joint Board



Edinburgh Community Safety Partnership
Community Justice Outcomes Improvement Plan 2019-22

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1. Introduction

The Community Justice (Scotland) Act 2016 introduced a new model for community justice and from 1 April 2017, devolved decision making on the planning and delivery of community justice services to local community planning partnerships. Edinburgh's Community Safety Partnership (ECSP) (incorporating community justice), has responsibility for developing and implementing the Edinburgh Community Justice Outcomes Improvement Plan (CJOIP) on behalf of the Edinburgh Partnership (community planning).

The ECSP is committed to improving outcomes for people in community justice and aspires to achieving the Scottish Government's vision for community justice where Scotland is a safer, fairer and more inclusive nation where we:

- prevent and reduce offending by addressing its underlying causes
- safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realize their potential for the benefit of all citizens.

2. Background

The [CJOIP 2017/18](#) provided an overview of the work of community justice partners in Edinburgh in relation to the national outcomes and indicators, as well as listing the improvement actions to which partners had committed. Partners have reviewed the work carried out under those 2017/18 improvement actions and measured collective performance in relation to the national Community Justice [Outcomes, Performance and Improvement Framework](#). Examining the progress made against the CJOIP 2017/18 not only highlighted the success stories, but allowed partners to sharpen their focus onto areas which they agree should be priorities for the ECSP in delivering improved community justice outcomes locally. Those include, for example:

Increasing service user engagement – in 2017/18, engagement events which explored the experiences of people subject to a Community Payback Order (CPO) or other form of supervision, were extended to include families visiting relatives and friends in HMP Edinburgh so that their views can help develop community justice services. It is recognized however, that extending the engagement reach has not enabled us to capture the views of people who disengage with community justice services and that more work is needed to ensure that services are developed to be as accessible and inclusive as possible.

Housing sustainability for people in the criminal justice system – during 2017/18, housing options and homelessness services operating within HMP Edinburgh and HMYOI Polmont were reviewed to coincide with the introduction of the [Sustainable Housing on Release for Everyone](#) (SHORE) standards and their implementation from April 2018. Adopting the standards has meant that staff engage with anyone entering prison to establish their housing situation, so that appropriate interventions can be put in place for those who may present as homeless before the end of their sentence. Embedding the standards and focusing on housing sustainability are the next steps in this work to be taken forward in 2019 and beyond.

Developing services which demonstrate a greater awareness of trauma – throughout 2017/18, [Willow](#) continued to embed its trauma informed approach to supporting women in the criminal justice system through the provision of training to accommodation providers to enable them to support women that services find it most difficult to maintain in temporary accommodation, and who are at high risk of custody and hospitalization. A trauma informed care system approach has also been introduced, which includes training on managing complex cases so that a psychological formulation that informs a shared plan which all staff adopt across agencies, can be put in place for delivering an individual woman's care. This individualized approach ensures each woman receives a tailored consistency of care, which increases the

safety and effectiveness of the intervention for both staff, and the woman being supported. This successful model is being introduced into men's services in 2019.

The above outlines some of the 2017/18 progress made under specific, developing areas of work identified as requiring further improvement and therefore, captured in Edinburgh's community justice local outcomes and supporting priorities for 2019-22.

Emerging trends

Edinburgh's revised CJOIP is a three year working document, in recognition of the ambition contained within the priorities and the realistic progress partners expect to achieve over this period. The CJOIP however, will continue to be revised and updated annually as required, to reflect progress made and ensure new and emerging priorities are included. For example, the CJOIP will be amended accordingly to reflect any work priorities as a result of changes in legislation such as, extending the presumption against short sentences from three to twelve months approved by the Scottish Parliament's Justice Committee in June 2019. This may require a specific focus on service planning to ensure that appropriate supports and supervision options are available to manage a possible increase in community interventions.

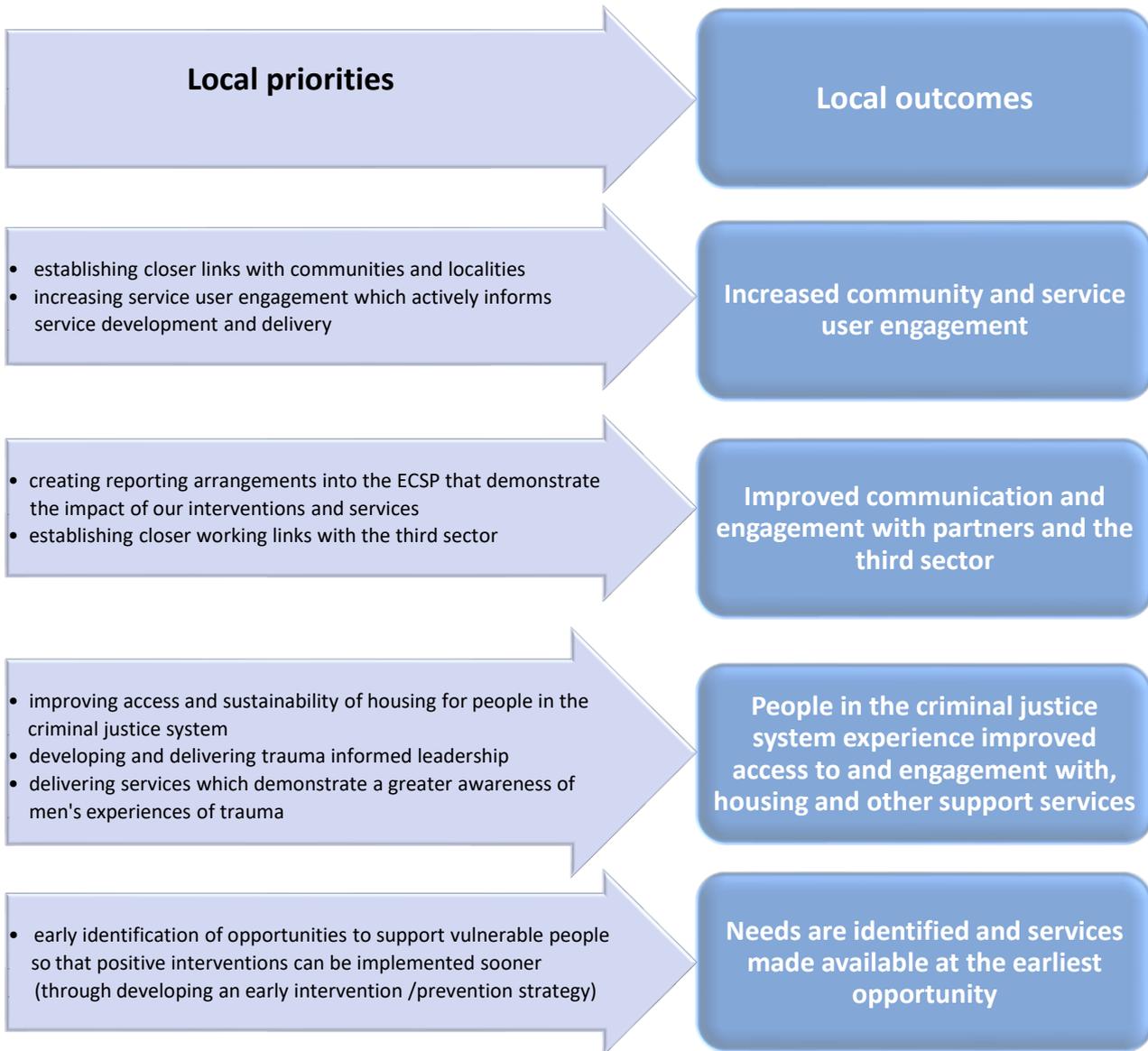
As it would not be possible to predict which community disposals would see an increase in demand, prior to implementation and in preparation, Criminal Justice Social Work (CJSW) may be required to research the needs of individuals who received sentences of between three and twelve months. Information on those for whom a CJSW report was prepared will be available however, there are many individuals who receive custodial sentences of twelve months or less who have had no contact with criminal justice and their risks and needs will not be readily known.

Similarly, following the Management of Offenders (Scotland) Bill for an Act of the Scottish Parliament which includes making provision for electronic monitoring (EM) of people who have been convicted of offences, the extension of EM to a wider range of disposals to strengthen community justice sentences is likely to be implemented as part of a package of support for individuals. Therefore, CJSW may need to be more creative in its approaches to dealing with both the impact of these changes and the resultant resource implications.

3. Local community justice outcomes and corresponding priorities

Edinburgh's CJOIP 2019-22 has identified four local outcomes shown in Diagram 1 below, to which eight supporting local priorities are aligned. Planned partner activity individually and collectively, to progress the local priorities is detailed in the improvement actions section of the Action Plan at Appendix 3, which in turn illustrates how local aspirations will contribute to the national outcomes. The CJOIP 2019-22 introduces new and further developing areas of work to achieve the local outcomes, while highlighting snapshots of ongoing activity under the related national outcomes. Most of the activity detailed in the [CJOIP 2017/18](#) continues and is outlined and referenced throughout the CJOIP 2019-22 but is not expanded upon extensively to avoid duplication.

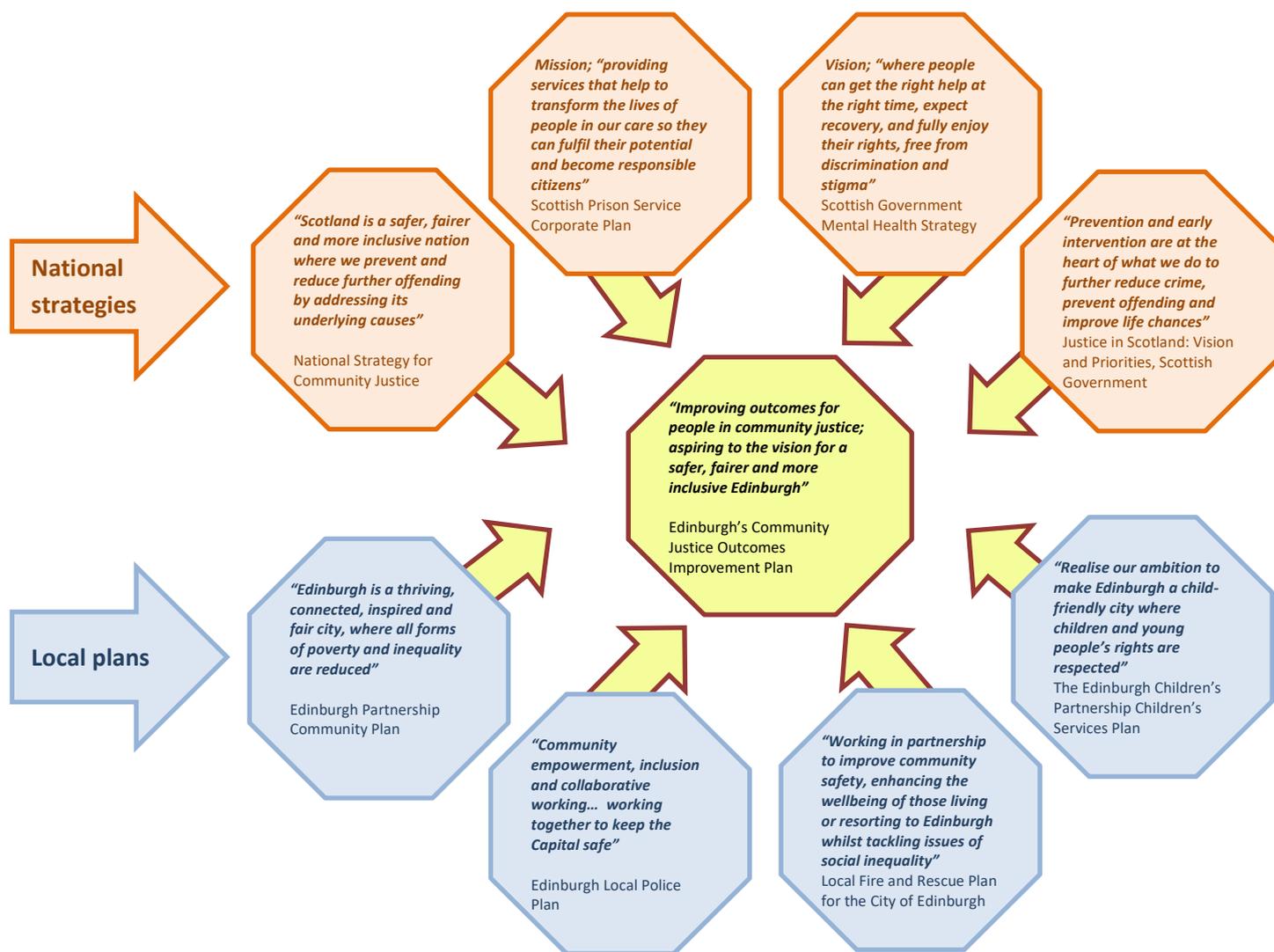
Diagram 1



4. The community justice landscape

Community justice is a complex landscape within which a range of national strategies and local plans crossover, interlink, and provide the basis for collaborative working across partners and agencies. Diagram 2 below highlights individual partner outcomes and missions which collectively support the community justice vision to improve outcomes for people in community justice and to create safer, fairer, and more inclusive communities. Across partner priorities and plans, key themes emerge; a shift to prevention, collaborative working, fairness, assisting recovery, supporting people to fulfil their potential, reducing inequality, and preventing and reducing offending and crime.

Diagram 2



5. Contextual information

Edinburgh is recognized as an affluent and growing city however, it is a city of contrasts with wide levels of inequality, and is home to some of the most deprived communities in Scotland¹. Community justice planning takes place within this local context and some characteristics of the city are outlined below:

- Edinburgh has one of the fastest growing populations of any city in the UK. In the ten years to 2018, Edinburgh’s population grew by 13.1% from 458,500 to 518,500. The latest (2016 based) projections suggest the trend will continue with the population expected to grow by a further 7.2% to 555,400 by 2029², putting greater pressure on services.
- Edinburgh’s child population (those between 0 and 15 years old) saw significant growth at 12.7% when compared with the rest of Scotland where the child population remained largely unchanged. Edinburgh also has a higher proportion of people aged 16 to 49 than the rest of Scotland³.
- Average incomes within the city are high with 75.6% of the working age population in employment; unemployment remains low at 3.6% in the year to March 2018; lower than other major UK cities³. Despite this, 13% of households have no adult in employment and over 80,000 residents live on

¹ [SIMD \(2016\)](#),

² National records of Scotland 2018

³ [Edinburgh by Numbers \(2018\)](#)

incomes below the UK poverty threshold⁴.

- 22% of Edinburgh's children grow up in poverty⁵, and in the most deprived areas, as many as 30% live in households below the poverty threshold, compared with Edinburgh's average of 16% of citizens living in poverty.
- People living in areas of deprivation are at greatest risk of crime, and those areas where poverty is highest tend to show that residents are less satisfied with their neighbourhood as a place to live and feel less safe in it after dark⁶.
- Police Scotland has recorded an increase in the number of [crimes committed in Edinburgh](#), from 29,581 in 2016/17, to 33,080 in 2017/18 and the [economic and social costs of crime](#) (adult criminal justice system, criminal procedures, community services/disposals) to the local authority and to communities is significant.
- Latest Scottish Government figures show that [reconviction rates in Edinburgh](#) (based on residence) were 24.7% in 2015/16 compared with the national average of 27%, and 24.6% in 2016/17 compared with the national average of 27.2%.
- The average house price in Edinburgh is six times the average gross annual earnings in the city making it the least affordable city in Scotland to buy a home; demand for affordable housing is high and rising housing costs are a major contributor to poverty, inequality, and homelessness.
- Latest estimated figures show that 6500⁷ people aged between 15 and 64 in Edinburgh are experiencing problem drug use.
- Edinburgh faces a particular challenge around alcohol with the cost of alcohol related harm estimated at £221 million per year. The issue is not confined to a small minority, with research suggesting that 43% of the adult population drinks more than the Scottish Government's recommended limits⁸.
- Mental illness is one of Scotland's major public health challenges with one in three people estimated to be affected by mental ill-health in any one year. [Latest figures](#) show that 14.2% of Edinburgh's population was prescribed drugs for anxiety/depression/psychosis compared with a national average of 17.4%.
- A greater focus on prevention and early intervention has seen the number of people experiencing homelessness in Edinburgh fall from a peak of 5190 in 2006/7⁹ to 3340 in 2018/19. However, there remains significant pressure on temporary accommodation services due to the acute lack of affordable housing. Housing costs in Edinburgh continue to rise and for those on lower incomes, the number of new homes being built does not meet housing need and demand.
- [Latest figures](#) show that there were 1053 instances of exclusion from local authority schools in Edinburgh in 2016/17; down from 1095 the previous year. [Research](#) shows that pupils excluded from school at age twelve are four times more likely than other children to be imprisoned as adults. Boys, children living in single parent families, and those from the most deprived communities were most likely to be excluded from school.
- Edinburgh's [Locality Improvement Plans](#) contain more detailed local area profiles and local priorities for each of the City's four locality areas; partners seek to plan, develop and deliver services that are proportionate to need and through regular engagement with communities of place and interest.
- Prison numbers remain stubbornly high; a snapshot of prison numbers taken in April over the past three years, showed that there were 781, 730 and 806 male prisoners in HMP Edinburgh in 2017, 2018, and 2019 respectively. Of those numbers of male prisoners, 271, 254, and 290 were males in HMP Edinburgh who had an Edinburgh postcode.
- Female snapshot figures taken over the same period showed that there were 92, 104, and 111 females in HMP Edinburgh over the past three years. Of those numbers of females in HMP Edinburgh, 9, 16, and 15 had an Edinburgh postcode.

⁴ defined as 60% of the UK median household income (DWP)

⁵ End Child Poverty (ECP) coalition data 2018

⁶ [Edinburgh People Survey \(2018\)](#)

⁷ <http://www.isdscotland.org>

⁸ <http://www.edinburghadp.co.uk/>

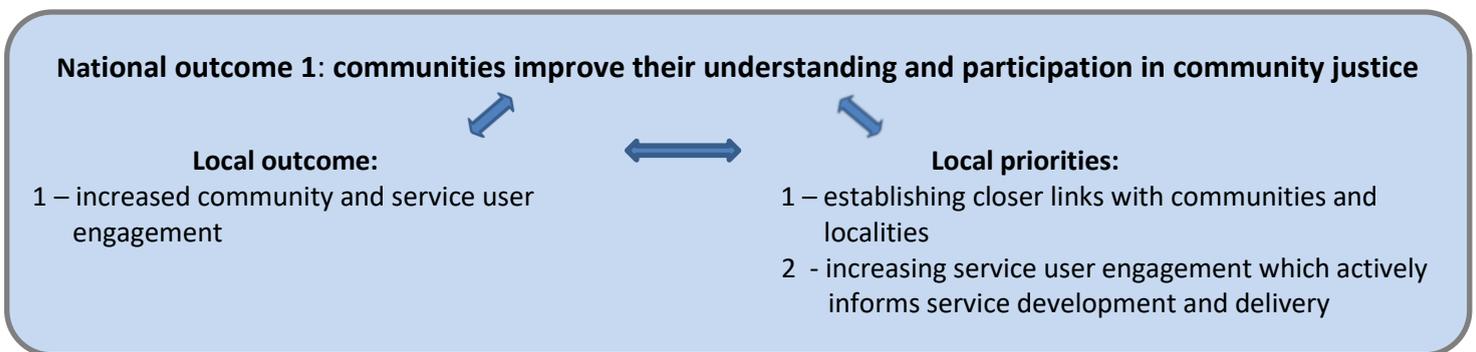
⁹ http://www.edinburgh.gov.uk/download/meetings/id/53301/item_74_-_strategic_direction_for_tackling_homelessness

- Snapshot figures for males taken in April over the past three years, showed 80, 78 and 107 prisoners with an Edinburgh postcode were held on remand across the estate. For females, the figures were 7, 5 and 5 respectively.
- A sample of monthly release figures taken in April over the past three years showed that figures remained relatively stable, with 52, 41 and 42 males liberated to Edinburgh from across the prison estate. In April each year, female liberations from across the estate to Edinburgh were 4, 3, and 8 respectively.
- In 2018/19, we completed 1625 Criminal Justice Social Work Reports.
- Social Work Diversion Reports showed that in 2018/19, 237 individuals were diverted from prosecution, down from 279 in 2017/18.
- At the time of reporting, following preparation of a Criminal Justice Social Work Report, 264 people received a custodial sentence.
- 836 individuals commenced Community Payback Orders and 231 commenced Drug Treatment and Testing Orders.

6. Priority areas for improvement (aligned to national outcomes)

This section outlines the work of community justice partners in Edinburgh in support of the four local outcomes, and sets out the eight local priority areas for improvement actions. Each local priority is aligned to a local outcome and its corresponding national outcome for ease of presentation and reporting however, the local priorities may cut across more than one of the national outcomes. Planned activity to progress each priority is listed below and summarized in the Action Plan at Appendix 3.

STRUCTURAL OUTCOMES



Local priority 1: establishing closer links with communities and localities

The multifunctional Family and Household Support service incorporating family support, household support and community safety has a key role in promoting prevention and early intervention work in communities. Family and Household Support works with individuals and families to prevent problems escalating, assist with neighbour disputes, and ensure that people get the support they need to empower them to make positive changes in their lives, whilst challenging antisocial attitudes and behaviour. Family and Household Support shares many of its priorities with community justice and therefore community justice services are looking to make closer links with Family and Household Support and establish a fully co-ordinated and mutually beneficial approach to improving outcomes for individuals and communities. This priority will complement existing partnership working.

How will we achieve this priority?

- By ensuring that Criminal Justice Social Work is represented at Community Improvement Partnerships in each locality to improve collective understanding of community justice
- Through aligning the ECSP (community justice and community safety planning) with the locality planning process currently being established
- Ensure connections are made across the related strategies in Community Safety and Youth Justice
- By establishing a suitable mechanism to capture local Family and Household Support activity which supports community justice outcomes and facilitates opportunities for joint working between Family and Household Support and Criminal Justice Social Work
- Promoting the Council's Safer and Stronger Communities structure, which brought together related areas of activity including community justice, homelessness and housing support, and addressing crime and antisocial behaviour through promoting community safety
- Making links with the 'Stronger Edinburgh' model; a roll out citywide of the [Stronger North](#) approach
- By working with our Communications colleagues to create an effective local media campaign to promote community justice and its benefits to both internal and external partners

Partners are building on the structural changes outlined below, to support this local outcome.

Locality planning

Over the past year, community planning in Edinburgh has been examining its organizational structure and considering ways it can improve both its transparency and focus to address some of the key challenges faced by the city. The Edinburgh Partnership has agreed a new structure which includes establishing four new local community planning partnerships; one representing each of the four localities, to deliver their respective locality improvement plans. The creation of local partnerships represents an opportunity for greater alignment between the ECSP and locality planning through establishing a fully coordinated approach to addressing community justice and community safety priorities both centrally and locally.

Safer and Stronger Communities

In 2016, as part of a wider Council reorganization, and in response to the need to deliver more effective and responsive services which are more preventative in nature, a new division was created entitled Safer and Stronger Communities, led by the Council's Chief Social Work Officer. The establishment of Safer and Stronger Communities required comprehensive structural transformation, bringing together areas of work focused on protecting people which had previously been delivered under different service areas. The four areas of work sitting together under the revised structure are listed below:

- **Regulation and professional governance** spanning children and adult services – includes public protection, Chief Social Work Officer functions, quality assurance roles, and regulation functions covering statutory requirements for housing services and social work.

- **Community Justice** – bringing together Criminal Justice Social Work and city-wide community safety to improve community cohesion, wellbeing, and the management, co-ordination and rehabilitation of people who have committed offences.
- **Homelessness and Housing Support** – including access to housing and support services to tackle homelessness, supporting recovery for people with complex needs, and assisting people to remain secure in their tenancies. Support also includes advice services providing benefits and welfare assistance, as well as outreach debt advice for prisoners in HMP Edinburgh.
- **Locality management** – the Council and key statutory partners (Police Scotland and Scottish Fire and Rescue Service), agreed four coterminous geographical areas referred to as localities and managed locally by a Locality Manager responsible for all locality based Council services in their area. The focus is on addressing the specific needs of each locality, increasing collaborative working with statutory and voluntary partners, and ensuring the emphasis is on prevention. The aforementioned Family and Household Support service sits within the locality management element of Safer and Stronger Communities.

All four work streams are committed to protecting people, in particular those who are the most vulnerable by focusing on welfare and social justice, and by tackling poverty and inequality. Regulation and professional governance, community justice (including community safety), and access to housing and support services, collectively support the work of the ECSP.

Local priority 2: increasing service user engagement which actively informs service development and delivery

Although routine engagement takes place with communities of interest and extensive engagement was carried out with communities during the development of the [Locality Improvement Plans](#) to understand community needs, encouraging disenfranchised and vulnerable people to share their views remains a challenge. More work is needed to establish why people do not feel they can or want to engage with services, and to capture their views on how services and consultation exercises may be adapted to encourage engagement.

How will we achieve this priority?

- By supporting and engaging with the service user led group Just Us, which was developed by women being assisted by Willow; a service providing group work /key work support to women with involvement in the criminal justice system to address a range of issues including mental health, trauma, offending, wellbeing, substance abuse, relationships and coping strategies
- Developing a framework for regular service user engagement which will assist with the quality assurance of existing service provision and see appropriate improvements introduced based on feedback received
- Through the development of 'People's Stories'; this model is about social work staff meeting with individuals who use social work services to hear about their life experiences and the impact on their lives of a social work intervention. This work will champion good practice while identifying areas for improvement. The model will see twelve people each year who have experienced community justice /the criminal justice system, participating in the research with regular progress reports submitted to the Chief Social Work Officer

- By employing a co-production process; consulting with men throughout the development of the men's service
- By ensuring the ECSP is kept updated with the feedback from service users' input through the aforementioned engagement framework and model

Some of the work carried out which continues to build on existing links with partners, communities and service users is outlined below.

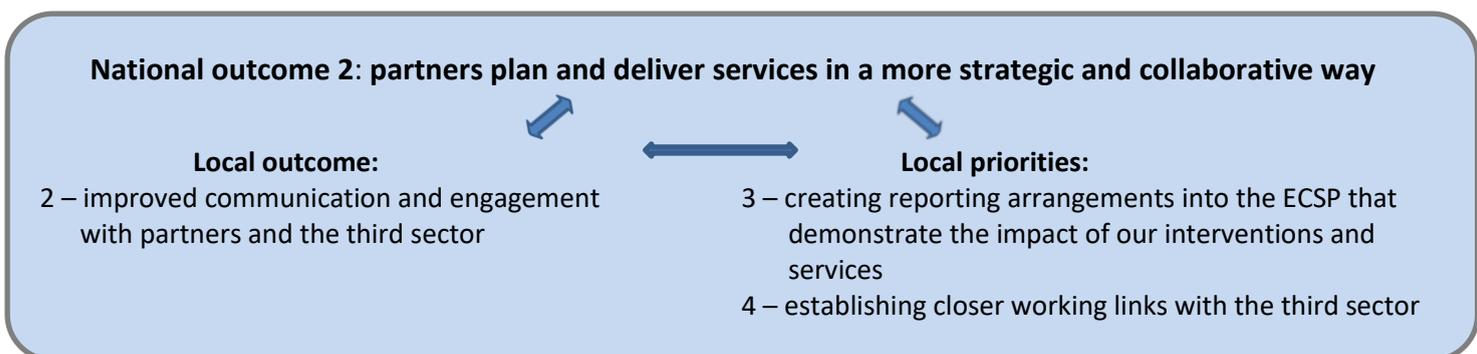
Co-production, and community engagement

The Edinburgh and Midlothian Offender Recovery Service (EMORS) provides a continuum of support to people across three services; arrest referral, substance misuse prison treatment, and voluntary throughcare. It is commissioned jointly by the Council, NHS Lothian and Midlothian Council, and works with individuals to address their unmet needs with a particular focus on helping people to steer away from problematic drug and alcohol use which may increase their likelihood of reoffending.

The Council provides funding for Police Scotland to deliver community policing services under a [Partnership Agreement](#), whereby Community Police Officers work within local communities alongside Family and Household Support teams to reduce crime, violence and antisocial behaviour, and support people to address issues in their lives which may cause them to offend /reoffend.

A consultation exercise was carried out to obtain the views of Edinburgh's citizens on the City's priorities set out in the draft strategy "[Planning for Change and Delivering Services](#)"; it included asking people to comment on both the prevention approach (intervening before problems escalate for individuals and communities), and how services should be delivered.

Police Scotland's Edinburgh Survey '[Your View Counts](#)' 17/18 also highlights issues which matter most to the general public; they include crime and antisocial behaviour.



Local Priority 3: Creating reporting arrangements into the ECSP that demonstrate more clearly the impact of our interventions and services - both positive and negative

The ECSP is reviewing its priorities and internal reporting mechanisms; creating themed sub groups with shared responsibility across partners to deliver on the CJOIP 2019-22 priorities. The ECSP has yet to establish a suitable working arrangement with the locality model to enable work carried out under CJOIP 2019-22 to be shared at regular intervals across Edinburgh's four localities and feed into Locality Improvement Plans (LIPs). However, the annual revising of LIPs later in 2019 will present an opportunity to establish closer links between those plans and the CJOIP. Capturing work in the localities which contributes to the CJOIP outcomes will facilitate opportunities to further develop joint working between community justice and the localities for example, through introducing shared community consultations.

How will we achieve this priority?

- ECSP core membership to develop appropriate and workable sub groups to support the activities outlined in the CJOIP action plan
- Identifying common ground across CJOIP activity and the work detailed under the respective LIP's community safety themes
- ECSP to explore with locality managers how best to improve linkages between the ECSP and the newly created local community planning partnerships
- ECSP to begin developing a dataset on its performance using relevant quality indicators
- Through development of a Community Safety Strategy which will link into key CJOIP activity and report to the ECSP

Community Safety Strategy 2020 - 2023

The new 2020-2023 Community Safety Strategy is currently being developed to contribute to the Scottish Governments national outcome for citizens to "live in communities that are inclusive, empowered, resilient and safe". In developing the new strategy, the Edinburgh Community Safety Partnership took the decision to further widen the scope of the previous requirement to produce an Antisocial Behaviour Strategy and provide a framework for partners to tackle antisocial behaviour, as well as identifying and addressing broader community safety issues.

In working towards identifying priorities to be taken forward through partnership working, a series of key stakeholder events have taken place where three city wide key priority themes have been identified:

- Young People at risk of offending or who become victims of crime
- Tackling antisocial behaviour specifically and the impact of noise
- Cyber Safety

The Community Safety strategy will cut across and link with a very broad range of existing plans and strategies, specifically the CJOIP and the Youth Justice Strategy, in providing early intervention and preventative opportunities and approaches over planned phases of activity under the governance of the ECSP and the Edinburgh Children's Partnership; offering clearer links and areas of common interest, exploiting synergies created by aligning aspects of the strategies, and coordination of effort to maximise impact and outcomes for the people of Edinburgh.

Short life working groups have been created to explore each of the three themes, utilising intelligence, data, trends and patterns and the broader national context to identify existing relationships, promote a partnership approach, and realise the potential benefits of strategic alignment to complement rather than duplicate effort.

Local priority 4: Establishing closer working links with the third sector

A development session between the ECSP and third sector partners held in early 2018 and hosted by the [Criminal Justice Voluntary Sector Forum](#), highlighted that although Edinburgh benefitted from a large and active voluntary sector, for many third sector organizations, engagement and communication with the ECSP was limited. This had led to a lack of clarity within the third sector about the work of the ECSP and how those organisations could contribute to the community justice agenda. Recommendations are being taken forward in 2019-22 to address those issues including:

- Establishing clear routes for consistent and meaningful communication and engagement between ECSP and the third sector
- Exploring whether there is appetite within the voluntary sector for establishing a local community justice forum and whether it could serve as a suitable vehicle in supporting stronger ECSP /third sector collaboration in community justice

How will we achieve this priority?

- An ECSP member from the Third Sector is consulting with those organizations contributing to the community justice agenda, on the most effective way for the sector to be represented at the ECSP
- The Third Sector will also explore how it would like to be informed of the work and developments of the ECSP to ensure that it can support, respond, and contribute to the work of community justice at the right time
- By engaging with community planning to ensure third sector connectivity; this will be explored via Neighbourhood Networks which are being established in each locality and will link in with the Third Sector

Some existing working examples which contribute to local outcome 2 are noted below.

Collaborative working

- The EMORS mentioned above, is commissioned jointly by Edinburgh Council, Midlothian Council and the NHS.
- The Family and Household Support service is a collaboration of community safety, housing support and family support, brought together to deliver a holistic approach to supporting people to live fulfilling, safe and healthy lives. Community police officers work closely with Family and Household Support to employ a preventative approach to reduce crime, antisocial behaviour and offending.
- Multi-Agency Public Protection Arrangements (MAPPA) partners in [Edinburgh Lothians and Scottish Borders](#) continue to work across geographical boundaries to ensure risk is managed appropriately and that the public is protected.
- The Community in Motion initiative which promotes problem solving, restorative approaches to build safer and stronger communities, has been reviewed and two areas of development are being progressed as follows:
 - The [Stronger North](#) model which involves listening to residents' concerns about antisocial behaviour and community safety, and working to make communities safer, is being extended to the whole of Edinburgh
 - A mapping exercise is being conducted to clarify pathways for people in the criminal justice system who access and receive mentoring support; this will facilitate better co-ordination of mentoring interventions across Criminal Justice Social Work services and partner agencies

Leveraging resources for community justice

As part of the ECSP's review of its priorities and supporting sub group structure, community justice partners will collectively consider the human and financial resources they can contribute to the aspirations of the CJOIP 2019-22. This exercise will ensure that the responsibilities for community justice activities are shared appropriately and fairly across all relevant partners.

National outcome 3: people have better access to the services they require, including welfare, health and wellbeing, housing and employability

Local outcome:

3 – people in the criminal justice system experience improved access to and engagement with, housing and other support services

Local priorities:

- 5 – improving access and sustainability of housing for people in the criminal justice system
- 6 – developing and delivering trauma informed leadership
- 7 – delivering services which demonstrate a greater awareness of men's experiences of trauma

Local priority 5: Improving access and sustainability of housing for people in the criminal justice system

Having settled accommodation is vital to successful community reintegration. It contributes to stability in a person's life and supports desistance however, national statistics show that spending time in prison increases the risk of homelessness and that half of prisoners lose their tenancy or accommodation whilst in custody, while over a third did not know where they would be staying on their release¹⁰. Data on the percentage of households presenting as homeless in Edinburgh due to being discharged from prison has remained constant over the past six years averaging 120 per annum, representing 3.3% of homeless presentations. It is recognized that addressing the housing needs of people released from a short term prison sentence (less than four years) is complex, but that good practice employs a proactive approach of assessing housing need on entry into custody so that avenues for retaining a tenancy during a sentence can be explored, for example putting a payment arrangement in place from prison where possible, to prevent eviction due to rent arrears.

The high cost of housing in Edinburgh coupled with demand for affordable and social housing outstripping supply, has seen increasing numbers of people being housed in the private rented sector. This puts people in the criminal justice system at a particular disadvantage since they are often marginalized, have complex needs, and may be perceived as 'undesirable or undeserving' by private landlords /private housing providers. Therefore, the challenge to improve housing outcomes for this group is a priority for partners.

How will we achieve this priority?

- Council staff working in Access to Housing and Support Services being co-located in HMP Edinburgh to support collaboration with Scottish Prison Service residential staff in implementing the [Sustainable Housing on Release for Everyone](#) (SHORE) standards
- Establishing the housing situation of each person entering prison, irrespective of the length of their sentence, including those on remand
- Supporting short term prisoners to retain their tenancies where possible, through implementing the [SHORE](#) standards
- Ensuring that every prisoner's housing situation is assessed prior to release, with an emphasis on those who will be accessing homelessness services
- Supporting pre-release prisoners to access housing on release, including the opportunity to have a housing options interview, a homelessness assessment if appropriate, and assistance to complete an Edindex (application for social Housing in Edinburgh), to enable clients to start bidding for social housing as soon as possible
- Reducing barriers to accessing housing e.g. financial barriers; exploring rent deposit and guarantee schemes as part of housing options
- Ensuring vulnerable groups within the prison population e.g. those on remand, those serving very short sentences, women, young people, and those who were homeless on entering prison, are assessed and signposted to housing support where appropriate
- Engaging with partner landlords e.g. Housing Associations, through the Edindex social housing application process, to secure accommodation on a case by case basis
- Monitoring access to housing services for people leaving custody; Throughcare Support Officers try to gather this information however, it may not be readily available for prisoners who do not engage

¹⁰ <http://www.sps.gov.uk/Corporate/Publications/Publication-6101.aspx>

Some examples of ongoing activity which supports this local outcome are outlined below.

Working to improve access to housing services

Since April 2018, partners have implemented the SHORE quality standards mentioned above, which are driving improvements in this developing area of work. Staff engage with those entering prison so that interventions to prevent homelessness on release may be employed as early as possible. Prisoners subject to the Multi Agency Public Protection Arrangements (MAPPA) are overseen by the Housing Sexual and Violent Offender Liaison Officer (SAVOLO) Prison Outreach Officer. The appropriate interventions are employed with prisoners eight weeks ahead of their release date.

The structure established under Safer and Stronger Communities mentioned above, which brought together community justice and homelessness and housing support services, has supported the work taken forward to implement the SHORE standards, and facilitated building links and strategic planning across Criminal Justice Social Work, Access to Housing and Support Services, and Scottish Prison Service staff.

Financial inclusion

The Council's Advice Services provides an outreach debt advice service, accessed by referral, to prisoners in HMP Edinburgh. The service also offers debt advice to prisoner's families; this takes place in the Visitors Centre at HMP Edinburgh. In implementing the SHORE standards, it is the intention to assess a prisoner's housing status on entry to prison and as part of this assessment, financial situation may be taken into account, for example when accessing benefits to cover rent and/or rent arrears. In addition, the Department of Work and Pensions (DWP) hold outreach appointments in HMP Edinburgh providing pre-release prisoners with benefits advice; engagement with the service is voluntary. For people serving their sentences in the community, procedures exist to support them so that they do not experience financial loss as a result of complying with their sentence.

The Advice Services are currently being reviewed to ensure that people can access tailored welfare benefits and debt advice at the right time; this includes looking at provision of specialist income/benefits advice to pre-release prisoners.

A specialist Income Maximization Officer is based in each of Edinburgh's four locality offices and supports Council tenants to sustain their tenancies by providing advice on accessing benefits and assisting with rent arrears. A universal service offering benefits and income advice is available to all citizens through the Council's city centre based Advice Shop.

Employability

The Council funded Encompass employability programme supports people living with complex needs who have lived experience of the criminal justice system and/or homelessness. During 2017/18, its first year of operation, it has supported 325 people. The service has recently benefited from a new look environment funded by the Clothworkers' Foundation which has enabled new learning zones to be created and the provision of more up to date technology in a welcoming environment which encourages creativity.

Local priority 6: Developing and delivering trauma informed leadership – this includes training across service areas and training evaluation

Research has shown that people who have lived through trauma and adversity are over represented in the criminal justice system. Partners recognize that providing appropriate responses to encourage meaningful and motivated service user engagement requires staff to develop an increased understanding and awareness of trauma, how it impacts on behaviour, and how to appropriately support people who have experienced trauma, including supporting people to enhance existing resilience. The Scottish Government commissioned NHS Education for Scotland (NES) to deliver [Transforming Psychological Trauma: A Knowledge and Skills Framework for the Scottish Workforce](#) which is designed to help staff build an understanding of their strengths and areas for development across different levels of service delivery from specialist to non-specialist. It also aims to help managers understand the training needs of their staff,

and to assist trainers in developing evidence based training packages. The ECSP seeks to fully embrace this work and embed trauma informed leadership across its services.

How will we achieve this priority?

- Through piloting a trauma informed leadership coaching approach, as part of Community Justice “Towards Trauma Enhanced Practice” pilot
- By extending trauma leadership coaching across all Safer and Stronger Communities
- By working to mainstream trauma informed approaches across Safer and Stronger Communities to mitigate the impact of trauma and reduce barriers to accessing services for those affected, so that they experience improved outcomes, including better health outcomes
- Through evaluating the impact of trauma leadership training sessions and coaching
- Building service user engagement into areas where trauma informed practice will be taken forward to ensure efficacy of the model
- Sharing learning from the development of trauma informed approaches in Safer and Stronger Communities, across other partner agencies

Local priority 7: Delivering services which demonstrate a greater awareness of men’s experiences of trauma and common impacts into adulthood, including effects on mental health

Trauma informed approaches have been developed and implemented across some women’s services for example, the Willow service mentioned above under Local Priority 2. Willow is a partnership between the Council, NHS Lothian and the third sector providing individualized support to women in the criminal justice system and working with them to reduce barriers to their accessing and engaging with services to improve their health, wellbeing and skills; supporting them live offence free lives. Willow has been shown to successfully facilitate improvements in women’s lives across a range of areas, and partners recognize that the opportunity exists to pilot the successful evidence based approaches used in women’s services, within men’s group work services.

How will we achieve this priority?

By piloting the application of a trauma informed service model in group work services for men, including:

- Undertaking a prevalence study to ascertain trauma experiences in men accessing criminal justice social work services
- Developing a trauma informed men’s service; specifically designed to support men in the criminal justice system
- Developing and delivering a trauma and mental health training for social work staff in groupwork services to align with [The Scottish Psychological Trauma and Adversity Training Plan](#), and working towards Trauma Enhanced Practice (Level 3)
- Provision of trauma informed leadership coaching for social work managers
- Providing support to embed trauma enhanced practice across all group work services, including implementing routine trauma and mental health screening assessment
- Trialling a stage 1 trauma intervention specifically designed for men in contact with the criminal justice system

Where possible, Community Justice Social Work seeks to collaborate with partners in developing this work; further supporting activity will include:

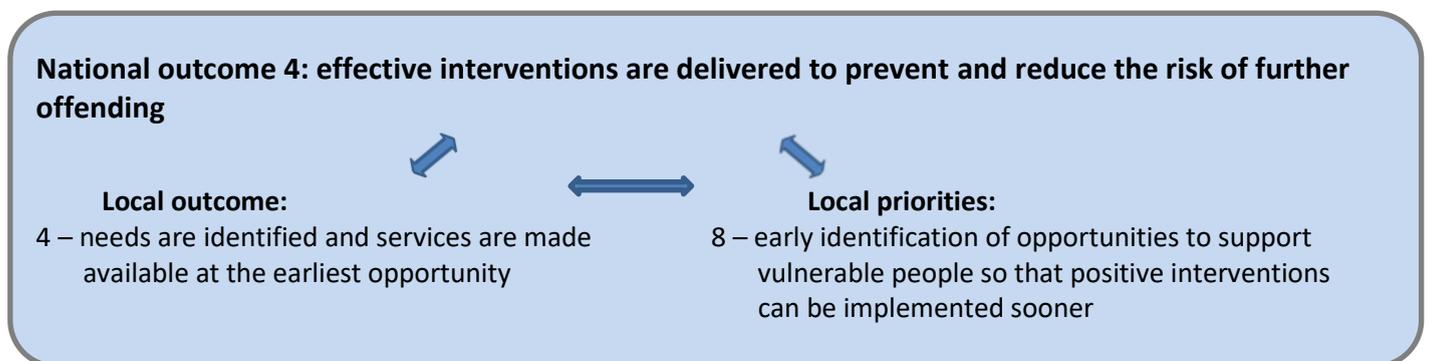
- Evaluating the application of this trauma informed service model, reviewing learning of its applicability out with a mental health setting
- Considering learning and potential applicability across all Criminal Justice Social Work services

Mental health and wellbeing

The Scottish Government has set a target for the NHS in Scotland that 90% of patients referred for Psychological Therapies should commence treatment within 18 weeks. The [NHS Lothian Local Delivery Plan 2017-18](#) reports that in January 2017, 65.2% of patients achieved the target. This figure relates to the population as a whole and there is no breakdown of people awaiting treatment by background and circumstance. People in the criminal justice system are disproportionately impacted by poor mental health therefore are likely to be over represented in this statistic. Throughcare, peer mentoring and other support services provide support to improve the mental health and wellbeing of service users however, specialist psychiatric help is limited to NHS provision.

The [Edinburgh Integration Joint Board \(EIJB\)](#) is currently developing an Outline Strategic Commissioning Plan (OSCP) for mental health as part of its production of detailed plans for key service areas supporting the [EIJB Strategic Plan 2019-22](#). The mental health strategy has adopted the title 'Thrive Edinburgh' to reduce any stigma which may be associated with mental health services. This localized strategy once developed, will support the wider national approach where all discrimination and stigma relating to mental health is challenged and there is a commitment to delivering effective and timeous person-centred care.

The Scottish Government's [Mental Health Strategy 2017-27](#) identifies the need to increase trauma informed support for the mental health of young people who have committed offences and acknowledges that more needs to be done to improve mental health outcomes for those in the justice system. This work is underpinned by the national [Justice Strategy](#) which includes a priority to improve health and wellbeing in justice settings, with a focus on mental health and addictions. The Scottish Government has also committed to increasing the workforce so that every police station custody suite and all prisons have improved access to dedicated mental health professionals.



Local priority 8: Early identification of opportunities to support vulnerable people so that positive interventions can be implemented sooner

ECSP partners recognize that getting people the right support at the right time is crucial to delivering effective interventions. Identifying and taking steps to address problems earlier before they become entrenched or intractable are key to improving outcomes for people and to making better use of resources in the face of increasing demand for services. Partners are committed to working together to continue to make the shift from crisis intervention to a focus on earlier remedies and prevention; and an approach which will also ease future demand.

Partners recognize the challenges faced in making a meaningful shift to prevention, but are confident that a collective commitment to partnership working on shared priorities to improve outcomes for people in the justice system and prevent and reduce offending, will help deliver this preventative agenda. To continue

the positive trajectory and build on existing prevention work, partners have agreed to work together to identify early opportunities to assist vulnerable people, as an important step in ensuring their needs are considered and met appropriately.

How will we achieve this priority?

- Through development of an Early Intervention Strategy
- Reviewing current service delivery to ensure that all opportunities to maximize the potential for positive interventions are explored; the establishment of the Restorative Justice service led by Criminal Justice Social Work is an example of this
- By getting it right first time and employing a 'one person, one plan' co-ordinated approach to intervention where possible
- Embedding and reinvigorating the Whole System Approach for young people who offend; ensuring the focus is on diversion and addressing their needs through provision of community alternatives; keeping them out of the criminal justice system where possible
- By tailoring interventions according to individual needs
- By evaluating interventions to ensure they are effective in meeting needs for example, through service user feedback
- Focusing on opportunities to support people at key transitions in their lives (which are often key risk points) e.g. being arrested, being sentenced, commencing a community disposal, being in prison, being released from prison, experiencing difficulty or crisis
- Developing effective partnership working processes to allow for the early identification of vulnerable people at risk of remand
- Working with partners to expand opportunities for bail supervision through extending community supports to those who would otherwise be placed on remand
- Ensuring the options for enhanced bail supervision are available to the most vulnerable for example, young people between 16 and 21 years of age and women who have been charged with an offence
- Improving support and engagement with young people who attend court and receive a custodial sentence
- Developing the use of the "other activity" component of an unpaid work requirement which encourages service users to tackle the causes of their offending
- Engaging with service users who have breached a community disposal to gather their views and identify learning opportunities
- Developing an evidence base of what works to inform future service delivery, for example establishing the efficacy of extending bail supervision and its impact on reducing reoffending
- Making links with communities for example through the [Turn Your Life Around](#) (TYLA) project; a schools based initiative that uses extraordinary mentors who have lived through adversity and managed to turn their lives around

A snapshot of work ongoing in support of this local outcome is below.

Many of the interventions designed to reduce the risk of offending were explained in the previous CJOIP for example, diversion from prosecution, Drug Treatment and Testing Orders, community payback orders, Alcohol Problem Solving Court, the Caledonian System (integrated approach to addressing domestic abuse combining a programme for males who have committed offences, with support services for women and children affected by domestic abuse, as both victims and witnesses), MAPPA, the Community Intervention Service for Sex Offenders (CISSO), and the aforementioned Willow, EMORS, and Community in Motion.

Restorative Justice

Edinburgh's Criminal Justice Social Work service offers Restorative Justice (RJ) to people on statutory supervision having been convicted of a hate crime, and the victim of that offence (or a representative). Police Scotland provides victims of hate crime with information about RJ and gains explicit consent for the Council's RJ service to contact them. An Information Sharing Protocol has been agreed and signed between the Council and Police Scotland which allows the RJ service to contact the victim of the hate offence. A fuller explanation of the RJ service is included under the Person Centric Outcomes /national outcomes 5, 6, and 7 section of this document.

Person-centred transitions

The ECSP recognizes the importance of employing effective person-centred transitions for people leaving supervision to improve their chances of achieving and sustaining positive destinations. This work is supported by the [Peer Mentoring and Support Service](#) delivered by Sacro; it is voluntary and available to people over the age of 16 under a statutory supervision order. EMORS mentioned above, provides voluntary throughcare support to people being released from prison which includes prison gate pickups and access to community support services to aid desistance.

The NHS is currently carrying out a Health Needs Assessment in HMP Edinburgh looking at current pathways in health treatment for prisoners, which includes treatment for substance misuse and addictions, and considering the positives and negatives of those in meeting people's needs. The findings will inform future pathways and improvements going forward for delivering healthcare within the prison.

Self evaluation

The Criminal Justice Community Intervention sector is planning to carry out a self-evaluation exercise across its teams followed by a case file audit. The findings will highlight any gaps in service provision and identify areas for improvement.

PERSON CENTRIC OUTCOMES

National outcome 5: life chances are improved through needs, including health, financial inclusion, housing and safety being addressed

National outcome 6: people develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities

National outcome 7: individuals' resilience and capacity for change and self-management are enhanced

The national indicators for the person centric outcomes require that individuals have made progress against those. Many of the services mentioned under national outcomes 1 to 4 and Edinburgh's local priorities such as, Family and Household Support, Peer Mentoring and Throughcare services, contribute to the person centric outcomes. Individual progress is measured using appropriate wellbeing indicators and holistic outcomes monitoring tools, such as the [Recovery Outcomes Web](#).

A snapshot of partners' work ongoing, both individually and collectively, in support of the person centred outcomes, and mainstreaming prevention is below:

Victim Support

The Council provides funding to Victim Support Scotland in Edinburgh to work with victims and witnesses of crime so that they feel supported and encouraged to participate at all stages of the criminal justice process. Person centred support is delivered to mitigate any health problems related to the impact of crime, alongside personal safety and crime prevention advice to reduce the risk of re-victimisation. Victim Support is developing its outreach work by proactively linking in with relevant agencies /services supporting people who have past experience of the criminal justice system; recognizing that many people who have previously committed offences are also victims.

Police Scotland

Hate Crime: A Collaborative Approach to Using Restorative Justice (RJ) to Repair the Harms:

Hate crime can have a devastating impact on individuals, groups, and the very fabric of society. RJ offers the opportunity for a person who has been harmed ('the victim') to meet the person responsible for the harm ('the person who committed the crime'), following conviction, in a safe and positive environment, facilitated by a trained RJ facilitator. The RJ process seeks to empower the victim to express the impact that the offence has had on them and to receive answers to any questions they may have. For the person who committed the crime, understanding the human impact of their offending could have a bearing reducing shame, and on future desistance.

This newly launched service, situated within the partnership between Police Scotland's Edinburgh Division's Preventions, Interventions and Partnerships department and the Council's Criminal Justice Social Work service, seeks to capture the exciting national momentum of the Scottish Government in ensuring RJ services are widely available across Scotland by 2023, with the interests of victims at their heart, by bringing together people who have been convicted of hate crimes with the victims of the crimes. The ultimate aim is to empower victims and reduce fear and anger, and potentially reduce re-offending, through this completely voluntary process.

A collaborative, partnership approach between Police Scotland and the Council has been invaluable in developing and implementing the service, and breaking down barriers to participation for victims of hate crime. As the service is in its infancy, evaluation has not yet been possible; nonetheless, key measures of success will include participants' satisfaction (with a particular focus on victims' experience of the process and a reduction of the prejudice-based behaviours), decrease in re-offending rates, and ultimately a safer, more inclusive society.

Police Scotland VOW Project – Inspiring Young People to break the cycle of re-offending using peer mentors:

Police Scotland engage with and empower vulnerable young people to break the cycle of re-offending and pick up their shattered lives, by assisting them to make positive decisions and changes to their lives. This will in turn strengthen communities, transform lives and reduce crime and its associated victims.

No other professional bodies in Scotland are delivering this unique collaborative approach to diverting young people away from offending and it has been highlighted as best practice nationally. Police officers on the project, work with peer mentors, to break down the barriers to engage with young people, who have

suffered childhood trauma and are actively engaged in criminal and harmful risk taking behaviour. Police officers and peer mentors with formal mentoring qualifications and mental health resilience training, create knowledge and understanding from the impact of Adverse Childhood Experiences and trauma; employing a Cognitive Behavioural Therapy approach to dealing with young people’s trauma based feelings, with an increased toolkit for staff to use to support young people who have been through trauma. These resilience skills are then passed on to the young person, allowing them to understand their own behaviour and what may have caused it, along with resilience techniques to improve their mental health and reduce their risk taking behaviour.

The young people are assisted in making positive choices and this is then taken further when they establish a plan of action around training, mental health resilience awareness, and finally work /further education. The project transforms the lives of the young people involved in the project, dramatically reducing their offending and increase their life chances, which will in turn reduce the number of victims from crime and strengthen communities.

Skills Development Scotland

In relation to education and employment, Skills Development Scotland (SDS) is taking a coaching approach to support young people who are at risk of not moving into a positive destination. This will include those involved or about to be involved in the justice system. SDS works intensively with them in school and beyond allowing them to develop career management skills. This gives them the confidence to make informed life choices with the support of an SDS work coach; SDS also support sustainable destinations. Once someone is in a positive destination SDS will maintain regular contact to ensure they sustain this, or provide support where difficulties arise.

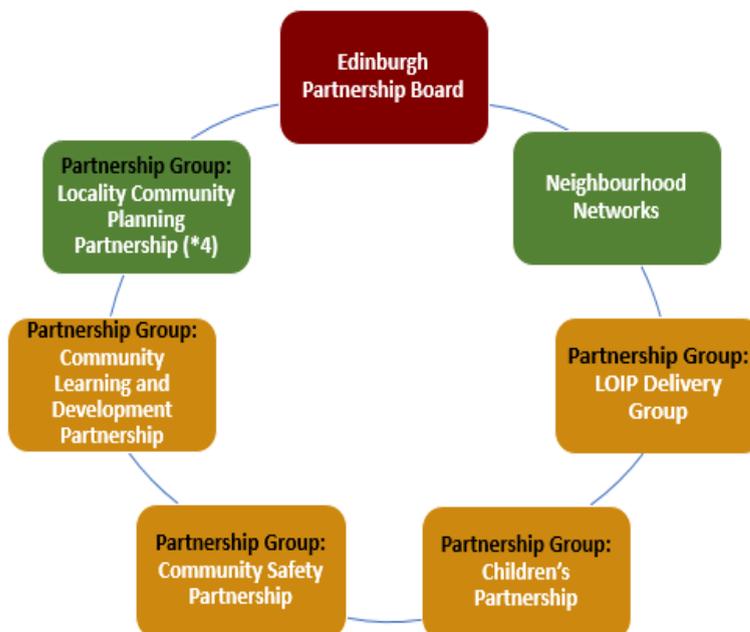
7. Governance arrangements and community planning

The [Edinburgh Partnership](#) (the Partnership) is Edinburgh’s community planning partnership, bringing together public, business, voluntary, and community organisations to tackle significant challenges facing the City such as poverty. During 2018, the Edinburgh Partnership reviewed its decision making structure with the aim of;

- Strengthening community influence
- Increasing joint working
- Delivering clarity of purpose across the partnership

The new structure shown in the diagram below shows the Partnership family into which the Partnership Groups and Neighbourhood Networks feed:

Diagram 3



The ECSP is the sub group responsible for developing, delivering and reporting on both the CJOIP 2019-22, and the Community Safety Strategy (effective from 2020 and currently being developed), on behalf of the Partnership. The ECSP will carry out an annual review of the CJOIP as well as reporting progress under the national indicators and local priorities to the Partnership annually. The CJOIP priorities and community justice aspirations to achieve a safer, fairer and more inclusive society, support the wider community planning partnership's vision and commitment highlighted in its [Community Plan 2018-28](#) that "*Edinburgh is a thriving, connected, inspired and fair city, where all forms of poverty and inequality are reduced*", and its three priorities, that people have;

- Enough money to live on
- Access to work, learning and training opportunities
- A good place to live.

8. Participation statement

The CJOIP 2019-22 has been developed in collaboration with community justice partners and its local priorities identified through group discussion and reviewing progress under the CJOIP 17/18, including drawing upon the experiences of service users and of partners at ECSP meetings. The public, including victims of crime and service users, were invited to express their ambitions for community justice going forward and to feed into the CJOIP; feedback from the public consultation exercise has informed the activities outlined in the action plan at Appendix 3.

The ECSP is keen to raise awareness of community justice across a wide network of internal and external stakeholders, and to support this, will develop a communications plan to promote the community justice vision. This work will be jointly resourced and will include engagements events, delivery of joint training to increase staff knowledge of community justice, and promotional activity to raise the public profile of community justice locally.

Appendix 1: Community Justice Partners

Community Justice partners and members of ECSP

Elected member and Chair of the CSP

Chief Social Work Officer, the City of Edinburgh Council

Senior Manager, Community Justice, the City of Edinburgh Council

Senior Manager, Quality, Governance and Regulation, the City of Edinburgh Council

Head of Children's Services, the City of Edinburgh Council

Strategy and Quality Manager, Mental Health and Substance Misuse, Edinburgh Integration Joint Board

Strategic Programme Manager, Mental Health and Wellbeing, NHS Lothian

Superintendent, Police Scotland

Area Manager, Scottish Fire and Rescue Service

Governor, HMP Edinburgh, Scottish Prison Service

Chief Executive, Edinburgh Voluntary Organisations Council

Lead partner, Third Sector

Area Manager, Skills Development Scotland

Procurator Fiscal, Crown Office and Procurator Fiscal Service

Scottish Courts and Tribunals Service

Appendix 2: Resources – links to other plans

Links to local plans

[City Housing Strategy 2018](#)

[Edinburgh Partnership Community Plan 2018-28](#)

[Integration Joint Board Strategic Plan 2019-22 \(draft\)](#)

[The City of Edinburgh Council Business Plan 2017-22](#)

[Edinburgh Local Police Plan 2018-21](#)

[Antisocial Behaviour Strategy 2016-19](#)

[Local Fire and Rescue Plan for the City of Edinburgh 2017-20](#)

[Edinburgh Alcohol and Drug Partnership Strategy and Delivery Plan 2015-18](#)

[Edinburgh Children's Partnership; Children's Services Plan 2017-20](#)

[Locality Improvement Plans 2017-22](#)

[Links to national strategies/plans](#)

[National Strategy for Community Justice](#)

[Community Justice Outcomes, Performance, and Improvement Framework](#)

[Justice in Scotland; Vision and Priorities](#)

[Scottish Prison Service Corporate Plan 2017-20](#)

[Mental Health Strategy 2017-27](#)

[Transforming Psychological Trauma; A Knowledge and Skills Framework for the Scottish Workforce](#)

[Scotland's National Performance Framework](#)

Appendix 3

Community Justice Outcomes Improvement Action Plan

<p>National outcome 1: Communities improve their understanding and participation in community justice</p> <p>National indicators:</p> <ul style="list-style-type: none"> • Activities carried out to engage with communities as well as other relevant constituencies • Consultation with communities as part of community justice planning and service provision • Participation in community justice, such as co-production and joint delivery • Level of community awareness of/satisfaction with work undertaken as part of a CPO • Evidence from questions to be used in local surveys/citizens panels, etc. • Perceptions of the local crime rate (quantitative) 					
<p>Local outcome 1: Increased community and service user engagement</p>					
	Priority area	Improvement action/activity	Lead partner(s)	Timescales	Local performance indicator
1	Establishing closer links with communities and localities	<p>1.1 Criminal Justice Social Work is represented at locality Community Improvement Partnerships (CIPs)</p> <p>1.2 Align community justice and community safety planning with locality planning</p> <p>1.3 Ensure connections are made across the related strategies in Community Safety and Youth Justice</p> <p>1.4 Establish mechanism for capturing Family and Household Support activity which support community justice outcomes (e.g. through making connections with Stronger Edinburgh model)</p> <p>1.5 Create a local media campaign to promote community justice benefits</p>	ECSP partners collectively	Update March 2020	<p>Sub group to be created and SMART actions developed;</p> <p>1.1 sub group to review Terms of Ref. for CIPs</p> <p>1.2 Lead officer to attend the Edinburgh Partnership (EP) lead officer group and implement actions</p> <p>1.3 ECSP to hold a planning and priorities meeting in December 2019; action plans to be developed linked to CJOIP, Community Safety Strategy and Youth Justice Strategy</p>

					1.4 Invite Family and Household Support to be part of sub group 1.5 Sub group to establish communication plan
2	Increasing service user engagement which actively informs service development and delivery	2.1 Supporting and engaging with Just Us 2.2 Developing a framework for service user engagement 2.3 Developing "People's Stories" 2.4 Deliver regular updates to the ECSP on service user engagement	Community Justice Management Group (CJMG)	Update March 2020	A Service User Strategy statement is being developed; once completed, the CJMG will develop SMART actions to progress this priority

National outcome 2: Partners plan and deliver services in a more strategic and collaborative way

National indicators:

- Services are planned for and delivered in a strategic and collaborative way
- Partners have leveraged resource for community justice
- Development of community justice workforce to work effectively across organisations/ professional/geographical boundaries
- Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of [MAPPA](#)

Local outcome 2: Improved communication and engagement with partners and the third sector

	Priority area	Improvement action/activity	Lead partner(s)	Timescales	Local performance indicator
3	Creating reporting arrangements into ECSP that demonstrate the impact of our interventions and services	3.1 ECSP to create sub groups to deliver action plan activities 3.2 Identify common ground across CJOIP and LIP's community safety themes to improve reporting 3.3 Improve links between ECSP and local community planning partnerships 3.4 Develop a dataset to demonstrate ECSP performance 3.5 Develop a Community Safety Strategy	ECSP partners	Update March 2020	ECSP planning meeting in December 2019 will establish relevant sub group and SMART actions
4	Establishing closer working links with the third sector	4.1 Consult with the Third Sector on their representation at the ECSP	Third Sector partner(s)	Update March 2020	SMART actions to be developed by lead Third Sector partners – to be

		4.2 Strengthen the relationship between the ECSP and the Third Sector 4.3 Engage with community planning to ensure third sector connectivity			confirmed December 2019
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National outcome 3: People have better access to the services they require, including welfare, health and wellbeing, housing and employability

National indicators:

- Partners have identified and are overcoming structural barriers for people accessing services
- Existence of joint-working arrangements such as processes/protocols to ensure access to services to address underlying needs
- Initiatives to facilitate access to services
- Speed of access to mental health services
- % of people released from a custodial sentence (quantitative) who are: registered with a GP; have suitable accommodation; have had a benefits eligibility check

Local outcome 3: People in the criminal justice system experience improved access to and engagement with, housing and other support services

	Priority area	Improvement action/activity	Lead partner(s)	Timescales	Local performance indicator
5	Improving access and sustainability of housing for people in the criminal justice system	5.1 Council Housing staff to continue co-location at HMP Edinburgh 5.2 Establishing housing situation of each person entering prison 5.3 Support short term prisoners to retain their tenancies 5.4 Assess prisoners' housing situation prior to release focussing on those who will be homeless on release 5.5 Ensure vulnerable people in prison are assessed and referred for housing support where required 5.6 Engage with partner landlords to secure accommodation for people in the community justice system	Access to Housing sub group	Update March 2020	Sub group will develop SMART actions to deliver on activities
6	Developing and delivering trauma informed leadership	6.1 Pilot a trauma informed leadership coaching approach, as part of Community Justice "Towards Trauma Enhanced Practice" pilot 6.2 Extend trauma leadership coaching across all Safer and Stronger Communities	ECSP sub group	Update March 2020	Relevant sub group will be created and SMART actions developed

		<p>6.3 Work to mainstream trauma informed approaches across Safer and Stronger Communities</p> <p>6.4 Evaluate the impact of trauma leadership training sessions and coaching</p> <p>6.5 Take learning from the developments in Safer and Stronger to other partner agencies for their consideration</p>			
7	Delivering services which demonstrate a greater awareness of men's experiences of trauma and common impacts into adulthood, including effects on mental health	<p>7.1 Undertake a study to ascertain trauma experiences in men accessing Criminal Justice Social Work services</p> <p>7.2 Develop a trauma informed men's service</p> <p>7.3 Develop and deliver trauma and mental health training for social work staff in groupwork services</p> <p>7.4 Provide support to embed trauma enhanced practice across group work services, including implementing routine trauma and mental health screening assessment</p> <p>7.5 Trail a stage 1 trauma intervention for men in contact with the criminal justice system</p>	ECSP sub group	Update March 2020	Report will be presented at ECSP meeting in December 2019, and sub group created to develop SMART actions

National outcome 4: Effective interventions are delivered to prevent and reduce the risk of further offending

National indicators:

- Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending
- Use of 'other activities requirement' in Community Payback Orders (CPOs)
- Effective risk management for public protection
- Quality of CPOs and DTTOs
- Reduced use of custodial sentences and remand (quantitative)
 - Balance between community sentences relative to short custodial sentences under 1 year
 - Proportion of people appearing from custody who are remanded
- The delivery of interventions targeted at problem drug and alcohol use ((quantitative)
- Numbers of police recorded warnings, police diversion, fiscal measures, fiscal diversion, supervised bail, and community sentences (including CPOs, DTTOs and RLOs)
- Number of short-term sentences under 1 year

Local outcome 4: Needs are identified and services are made available at the earliest opportunity

	Priority area	Improvement action/activity	Lead partner(s)	Timescales	Local performance indicator
8	Early identification of opportunities to support vulnerable people	8.1 Develop and Early Intervention Strategy 8.2 Review current services to ensure opportunities for positive intervention are explored 8.3 Employ a 'one person, one plan' approach to intervention 8.4 Embed the Whole System Approach for young people who offend 8.5 Tailor interventions according to individual needs 8.6 Evaluate interventions to ensure they are effective at meeting needs 8.7 Focus on opportunities to support people at key transition points in their lives e.g. arrest, release from prison 8.8 Develop process for early identification of vulnerable people at likelihood of remand 8.9 Ensure options for enhanced bail supervision are available to the most vulnerable groups including those who would otherwise be placed on remand 8.10 Improve support for young people who attend court and receive a custodial sentence 8.11 Develop the use of the 'other activity' component of unpaid work requirement 8.12 Engage with people who have breached a community disposal to identify learning opportunities 8.13 Develop an evidence base of what works e.g. impact of bail supervision, reduced reoffending rates 8.14 Making links with communities through TYLA	ECSP sub group	Update March 2020	Sub group to be established and develop SMART actions