



## OUR VISION

*Glasgow is a safer place where reoffending is reduced, the impact of crime is mitigated and all citizens have equal opportunity to thrive.*

*We will achieve our vision through continued partnership working and taking effective action on our key themes.*

Community Justice Outcomes  
Improvement Plan  
2017 - 2018

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On behalf of the community justice partners in Glasgow, I am pleased to present to you our Community Justice Outcomes Improvement Plan. This plan is our commitment and a design for prevention. We want to reduce crime and the number of victims in Glasgow, but we also want to support a fairer society where individuals' opportunities are improved and public resources are used effectively and efficiently.

While Glasgow sometimes stands out for the challenges we face, I believe this is counterbalanced by the positive and constructive way in which our citizens and our public agencies respond to those challenges. Our justice system reflects that dynamic of challenges and response. While Glasgow accounts for over one in five of all court convictions in Scotland, our partners have generated new and valuable services which are impacting on crime, such as Tomorrow's Women Glasgow, a justice centre for women, which has reduced client offending by 42%.

We can and should remain firm in our responses to crime, but we also need to ensure that we use effective, evidenced based approaches, and safeguard community interventions which reduce and prevent reoffending.

This plan also recognises the importance that communities themselves, including those who experience crime and those convicted of an offence, are active in shaping the future. It is the voices of Glasgow's communities which will steer us in delivering this plan.

The Community Justice (Scotland) Act 2016 changed local arrangements, but we have a unique opportunity to build upon the work of predecessor arrangements under the Glasgow Community Justice Authority, which helped to harness partnership contributions to develop new services and to reduce levels of reoffending in the city.

We are now entering a new set of arrangements for Community Justice, and on behalf of the local, Glasgow Community Justice partners, I commit this ambitious plan and our efforts to continuing to reduce reoffending while ensuring we create opportunities for those who end up in the justice system to make changes in their lives and to become active, positive members of their communities.



Councillor Soryia Siddique,  
Chair Glasgow Community Planning Partnership

## BACKGROUND

The Scottish Government 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 Community Justice (Scotland) Act 2016 established new delivery and oversight arrangements for the provision of Community Justice. Integral to the approach is local planning and delivery of Community Justice services on a partnership basis by Local Authority area. The act also establishes a new national body, Community Justice Scotland (CJS), to provide an independent professional assurance to Scottish Ministers on the collective achievement of community justice outcomes, and will work towards developing a hub for community justice innovation, learning and development. Other roles and responsibilities will become clearer as the new structure is implemented.

The focus of Community Justice is on “reoffending”, ensuring as people come in contact with the justice system through their own offending, the system is effective at reducing the likelihood that they will offend again. In Glasgow, only 30% of court convictions are for individuals with no previous convictions. By focusing on those already in the justice system, from point of arrest, through prosecution, sentencing and beyond, there is scope to reduce second and subsequent offences, reduce crime overall and improve community safety.

## COMMUNITY JUSTICE GLASGOW ARRANGEMENTS

Glasgow's Community Justice arrangements were established in response to the 2016 Community Justice (Scotland) Act. The following partners are included in these arrangements:

Glasgow City Council

NHS Greater Glasgow and Clyde

Police Scotland

Scottish Fire and Rescue Service

Skills Development Scotland

The Glasgow Integration Joint Board

Scottish Courts and Tribunals Service

Scottish Ministers (represented by the Scottish Prison Service and Crown Office and Procurator Fiscal)

# WHO ARE WE?



## WHO ARE WE?

Community Justice Glasgow (CJG) - the new delivery arrangements for Community Justice – is enhanced by third sector, throughout the transition process and in developing the new model. We will establish direct engagement with communities, families and individuals using justice services, through direct linkages in our new local model with Glasgow Community Planning Partnership (GCPP).

A CJG team has been established, hosted by Glasgow City Council (GCC) and resourced collectively by partners. A co-ordinated approach with shared responsibility underpins the new model in Glasgow. We will ensure that the positive direction of travel, outcomes and good practice achieved by Glasgow CJA are integrated.

The CJG team will have responsibility for liaising with all partners to ensure smooth transition and adherence to legislative requirements. These arrangements will be implemented for an initial period 1st April 2017 – 31st March 2018 and will be reviewed in December 2017.

## COLLABORATIVE JUSTICE

CJG will adopt an integrated approach, working with both local and national partners and by taking into account relevant policy and legislative influences. This team will also manage continuity of outcomes established previously by GCJA and ensure good practice is retained. The following local plans and strategies will be our local drivers:

Glasgow City Alcohol and Drug Partnership Prevention and Recovery Strategy 2014-17

Glasgow City Council Strategic Plan

Glasgow City HSCP Strategic Plan

Glasgow Community Planning Partnership Single Outcome Agreement (and the Local Outcomes Improvement Plan post October 2017)

Glasgow's Draft Housing Strategy 2017-22 (draft under consultation)

Glasgow's Homelessness Strategy

Glasgow's Housing Strategy:2016 update

Glasgow's Youth Justice Strategy

SFRS Local Fire and Rescue Plan for Glasgow City

Police Scotland Glasgow City Local Policing Plan 2014-17

Glasgow Community Learning and Development Plan 2015-18

Glasgow City Choose Life Action Plan

## National Drivers:

A Plan for Scotland 2016-17

Better Health Better Lives for Prisoners

Commission on Women Offenders

Community Empowerment (Scotland) Act 2015

Community Justice (Scotland) Act 2016

Equality Act 2010

Getting it Right for Every Child

Justice Strategy for Scotland

Mental Health in Scotland – a 10 year vision

National Performance Framework

Preventing Offending by Young People: A Framework for Action

Police Scotland Annual Police Plan (2015-2016)

Preventing Offending – Getting it Right for Children & Young People

Scottish Government Suicide Prevention Strategy 2013-16

SFRS Strategic Plan 2016-19

Single Outcome Agreement National Priorities

SPS Corporate Plan 2014-17

The Road to Recovery: A New Approach to Tackling Scotland's Drug Problem

Changing Scotland's Relationship with Alcohol: A Framework for Action

Whole System Approach for Young People Who Offend

## PARTICIPATION STATEMENT

CJG is committed to continue to talk with people, listen to and empower them to contribute to our plans and actions across all priority areas.

In preparing this plan, we successfully carried out a number of engagement activities, attended by partners and wider stakeholders. These included:

A Community Justice Transition Working Group was established in July 2015, with representation across all Community Justice partners, including the third sector, homelessness services and Victim Support Scotland. Throughout 2016 and 2017 the group held 4-weekly meetings to ensure smooth transition to the new model.

Subgroups were established as required to develop the Outcomes and Performance Indicator Framework for the city, and to produce this Community Justice Outcomes Improvement Plan, liaising with all stakeholders and establishing governance arrangements for the Plan.

Throughout the year members of the Community Justice Transition Working Group attended Glasgow CJA working groups to provide ongoing updates on the transition progress, consult with them on work plans and ensure any important areas of work or beneficial forums were not lost in the new structures. The first year Action Plan (Appendix 4) reflects partner commitments to provide continuity of work initiated through GCJA arrangements.

The Third Sector Forum held an event on 07/03/16 to update members on the upcoming changes to Community Justice. There were presentation from both the GCJA and GCPP, with open questions and discussions on the changes that would be taking place.

A Consultation Event was held in Glasgow City Chambers on 19/04/16 with all partners invited; over 50 participants took part. Stakeholder views were sought to inform the transition process, and the Criminal Justice Voluntary Sector Forum Strengthening and Engagement Project hosted a participatory workshop.

We held a consultation event to identify Glasgow's priorities for Community Justice on 29/11/16, with all partners invited. There were over 50 participants, including many third sector organisations and all Community Justice partners. The views expressed at this event have been used to inform the themes in this plan.

We have worked with the Criminal Justice Voluntary Sector Forum Strengthening and Engagement Project, hosting an event on 13/01/17 to engage with the third sector, providing an update on transition to date and gaining views on how the third sector should be involved in Community Justice when implementing the new model. The Strengthening and Engagement Project will run through March 2018, to support Glasgow in its work with the third sector.

Engagement with partners will continue in the first year of the new Community Justice arrangements in Glasgow. A Participation Statement will be prepared in conjunction with wider Community Planning developments during 2017/18.



### EQUALITIES, HUMAN RIGHTS AND OTHER LEGISLATIVE UNDERPINNINGS

Community Justice Partners in Glasgow are committed to individual and organisational equality obligations, as well as working collaboratively to ensure Equalities and Human Rights are valued within practice. To that end, the partners have initiated an equalities screening process.

GCC Equalities Screening Tool will be completed.

<https://www.glasgow.gov.uk/CHttpHandler.ashx?id=30586&p=0>

### COMMUNITY ENGAGEMENT STANDARDS

We will use the National Standards for Community Engagement ([http://www.voicescotland.org.uk/media/resources/NSfCE%20online\\_October.pdf](http://www.voicescotland.org.uk/media/resources/NSfCE%20online_October.pdf)) to support and inform the process of community engagement. A comprehensive programme of community engagement will take place in conjunction with GCPP to inform communities of the Local Outcomes Improvement Plan (LOIP) and the Community Justice Outcome Improvement Plan (CJOIP). Following this initial one-year plan, future CJOIP plans will link with the timeframes of the LOIP and an integrated approach on their development will be adopted by the GCPP.

### GOVERNANCE ARRANGEMENTS, INCLUDING RISK MANAGEMENT

The governance of Community Justice will be aligned to GCPP structures. Whilst the GCPP is going through a review process in 2017/18, in line with the Community Empowerment (Scotland) Act, Community Justice will be included in transition planning to ensure effective integration. Community Justice will also be aligned with, although will not report to, the Integrated Joint Board for Glasgow City's Health and Social Care Partnership, and the local scrutiny arrangements for Police Scotland and Scottish Fire and Rescue Service, via the Safe Glasgow Group.

This CJOIP has been approved by the GCPP Strategic Board. Each individual partner has been responsible for internal dissemination and review of this plan within their own organisation, and for feeding back comments and issues. The CJOIP has been shared with Community Justice Scotland in line with the requirements of the Community Justice (Scotland) Act 2016.

## UNDERSTANDING THE GLASGOW CONTEXT

Glasgow is an ambitious, inventive and entrepreneurial city with a track record of delivery and making things happen.

Outside London, Glasgow has one of the largest concentrations of economic activity in the UK. The city, the surrounding area and Clyde Valley make a significant contribution to Scotland's economy. Glasgow alone generates 17% of the country's jobs, is home to more than one in ten of the country's businesses and generates 17% of the value of goods and services produced in Scotland.

In 2014, Glasgow City Council's determination and leadership delivered what has been described as the best ever Commonwealth Games. These games were a catalyst to economic growth in the financial downturn and delivering a strategic vision for Glasgow as a world class city. The recent City Deal, award winning People Make Glasgow brand and Future City status confirm that we and our partners are building on this legacy and our reputation. In challenging times, our city is transforming its reputation, services and partnerships to let Glasgow and her people flourish.

Glasgow is, however, a city of contrasts. While successful in attracting world class events, investment and business, its long-term challenges in addressing deprivation, health and inequality are well documented. We have made progress in addressing these issues but there is more to be done to ensure that there are opportunities for all in the city.

Despite positive steps forward, evidence shows that the challenges faced within the city are multi-faceted, difficult to understand and tackle, and include entrenched problems associated with alcohol and drug misuse, the highest levels of homelessness applications in Scotland and complex health issues.

A comparative analysis of Glasgow with Manchester and Liverpool undertaken by the Glasgow Centre for Population Health (Investigating a Glasgow Effect, 2010) found that poverty does not explain all of Glasgow's differences. Glasgow has experienced considerably more deaths of people aged under 65 than those equally poor cities, with a high proportion of these being related to alcohol consumption. For Community Justice partners, there is recognition of the strong correlation between poverty, deprivation, inequality and crime levels. While crime rates continue to fall, Police recorded almost 715 crimes per 10,000 people in Glasgow in 2015/16, compared to 458 per 10,000 for Scotland as a whole. A higher crime rate also means that more people in Glasgow are victims of crime.

These factors present a unique set of challenges for Glasgow in the Scottish context and internationally. Our partners respond well to these challenges, but nevertheless people from Glasgow feature disproportionately in the justice system.

## UNDERSTANDING THE GLASGOW CONTEXT

Glasgow Sheriff Court is the busiest court in Europe.

GCC Criminal Justice Social Work prepared over 4,000 reports in 2015/16 to support background sentencing and supervised around 2,500 community orders made by the court in 2015/16.

In Glasgow, 17.5% of those returning a household survey reported being the victim of a crime in the past year (this being a decrease over recent years).

Just over 1 in 10 people in Scotland live in Glasgow, but more than 1 in 5 people in Scotland's prisons are from the city.

An estimated 12,000 children are affected by parental imprisonment in Glasgow each year.

Evidence confirms that mental ill health is more prevalent within the prison population than within the general population, and for many, prison has a detrimental impact on their mental health. There is linked evidence highlighting higher levels of individuals dealing with trauma within prison and the justice system.

Over 4,000 people returned to Glasgow from Scotland's prisons in 2015/16, and almost all of them (95%) were not eligible for statutory throughcare on release – a service only funded for those serving more than 4 years in prison.

Those coming back to the City from shorter sentences are often reliant on third sector and non-statutory support to help them re-settle into their communities, link back up with their families and find homes and employment.

Remand prisoners and those serving less than 6 months account for over 70% of all prisoners. The short period of custody alongside the statutory position of a "remand" prisoner hinders access to some specialist support from the Prison Service. While many of this group will have lost accommodation, work and/or family links due to a period of custody, they will have had limited support to address their offending behaviour because of their very short time in prison.

The impact on the community is not positive either. The most recent evidence shows 44% of people released from prison to Glasgow are reconvicted within a year. The figures for those serving short sentences are even higher.

The estimated, direct cost of reoffending in the city is £570 million per year.

This Community Justice Outcomes Improvement Plan has been prepared with the partners and stakeholders of Glasgow in light of our strengths and our challenges. A fuller assessment and evidence on key priorities is presented in Appendix I.

Community Justice Scotland will work to four National Priorities, as outlined in the National Strategy for Community Justice:

- Improved community understanding and participation
- Strategic planning and partnership working
- Effective use of evidence-based interventions
- Equal access to services

These four national priorities support the Community Justice Glasgow Vision.

### The Vision for Community Justice Glasgow

Glasgow is a safer place where reoffending is reduced, the impact of crime is mitigated and all citizens have equal opportunity to thrive.



We will achieve our vision through continued partnership working and taking effective action on our key themes.



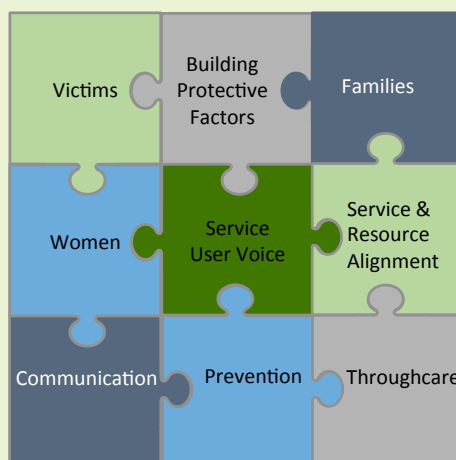
### Building on Existing Good Practice

Local plans will build upon developments initiated by Glasgow Community Justice Authority (GCJA) partners and build upon the evidence base of the GCJA Area Plan for Reducing Reoffending In Glasgow 2014-17. GCJA has developed innovative practice in Glasgow, and has commissioned projects such as the Women's Supported Bail Service and research into the use of electronic monitoring. It is important to CJG that this momentum and innovation is not lost. In addition, GCJA has developed a number of working groups and learning networks that participants have stated they would not want to lose when the new arrangements are in place.

A consultation event with all partners helped identify the Community Justice focus for Glasgow. To facilitate discussion, four broad commitments were identified prior to the event:

- Tackling inequalities
- Ensuring a person-centred approach
- Establishing effective partnerships
- Building safer communities

A wide range of views were represented at the consultation event, however across the day a few inter-dependent themes were consistently highlighted by participants. Nine themes emerged, all interrelated, but providing a set of themes, all of which are critical to the successful delivery of the Community Justice Glasgow Vision.



**Service User Voice** We will ensure that individuals who access services are at the heart of service planning and delivery.

**Prevention** We will continue with the development of earlier intervention and prevention within the justice system, capitalising on opportunities at the first points of contact with Community Justice partners.

**Building Protective Factors** We will improve factors evidenced to influence reoffending, including employability, education, health and well-being and housing.

**Throughcare** We will improve planning for people leaving custody, to support their return to the community from prison.

**Service and Resource Alignment** We will use resources where they are most effective, and in a collaborative approach to improve outcomes.

**Families** We will ensure all new developments reflect the impact on families, and build on the resilience opportunities of a supportive family setting.

**Victims** We will listen to and act on victims' voices and ensure that victims of crime receive the support they need.

**Women** We will continue to address the recommendations of the Commission on Women Offenders.

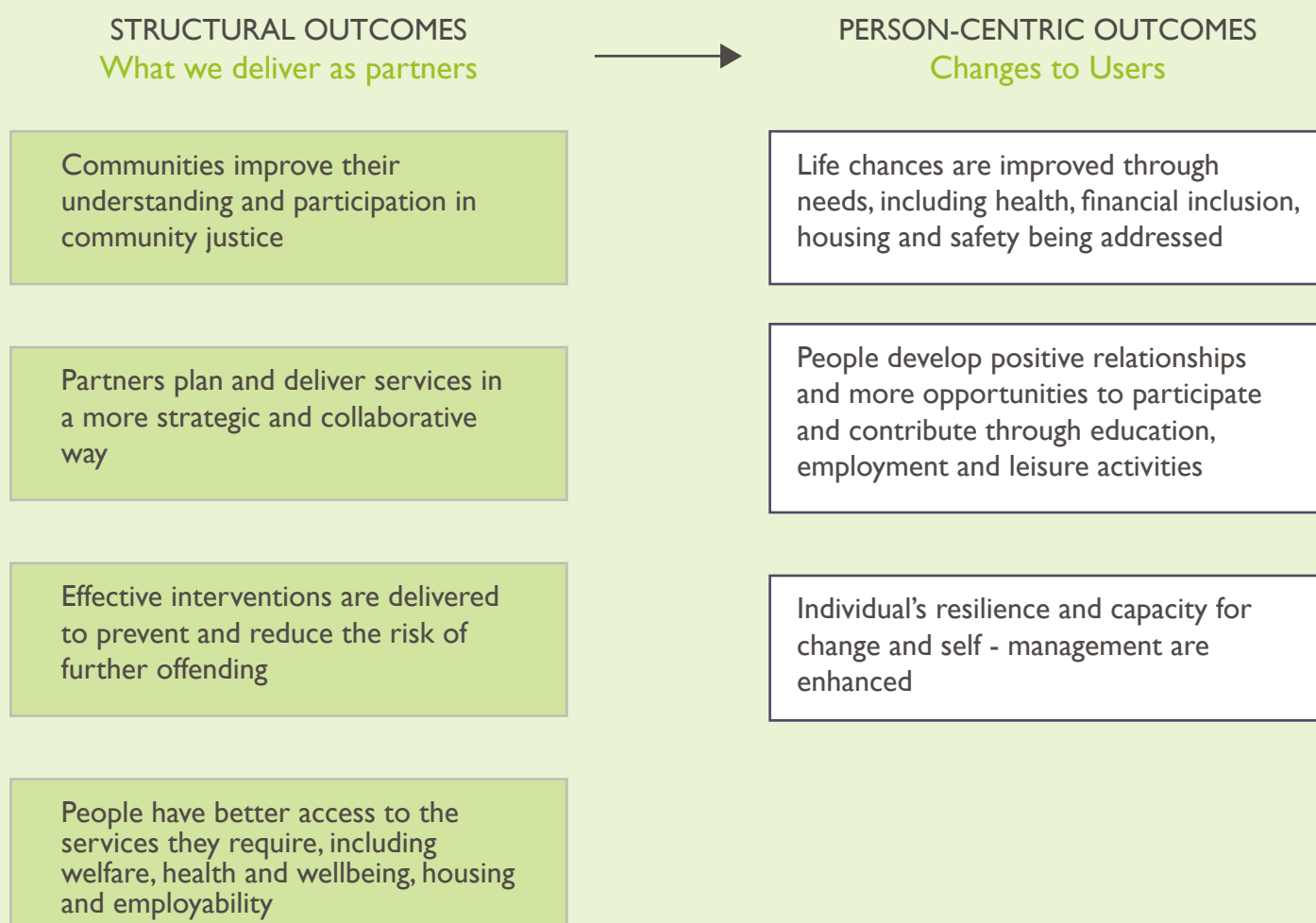
**Communication** We will establish an effective approach to communication, with a focus on continuing communication between partners, the wider group of stakeholders and communities. Improved communication will stimulate dialogue, enhance knowledge and further develop confidence in justice systems for the public and for key stakeholders, such as the judiciary.

The evidence base for each of these priorities is outlined in Appendix I

## HOW DO WE DO THIS

The Scottish Government have provided an Outcomes and Performance Improvement Framework (OPI Framework), with seven common outcomes, both structural and person centric, each with associated indicators (Figure 1 below).

FIGURE 1



The OPI Framework also has a number of suggested indicators for each of these outcomes and these are outlined in the Scottish Government's published OPI Framework, a link to which is below:

<http://www.gov.scot/Resource/0051/00510517.pdf>

A local draft performance framework, based on the indicators suggested by the Scottish Government is shown in Appendix 2. Guidance from the Scottish Government acknowledges that not all indicators will be applicable to all areas. CJG has identified indicators, where information is not available, or further work is required to establish reporting and recording mechanisms, to enable accurate reporting of measures. There are also some indicators which are not felt to be relevant to Community Justice Glasgow at this time. These excluded indicators are shown in Appendix 3, along with the reasons why they are excluded.

In this initial year of the new model, the focus in Glasgow will be on the locally defined priorities, and carrying out specific action to work towards achieving improvement in each of these priority areas.

An Action Plan for the year 2017/18 has been prepared (Appendix 4). This will inform our main activities in 2017/18, and will be revised on an annual basis. CJG will also prepare and make public an Annual Report at the end of 2017/18, and each year thereafter. Legislation also requires our Annual Report to be presented to CJS, for comment and support, providing an external source of scrutiny.

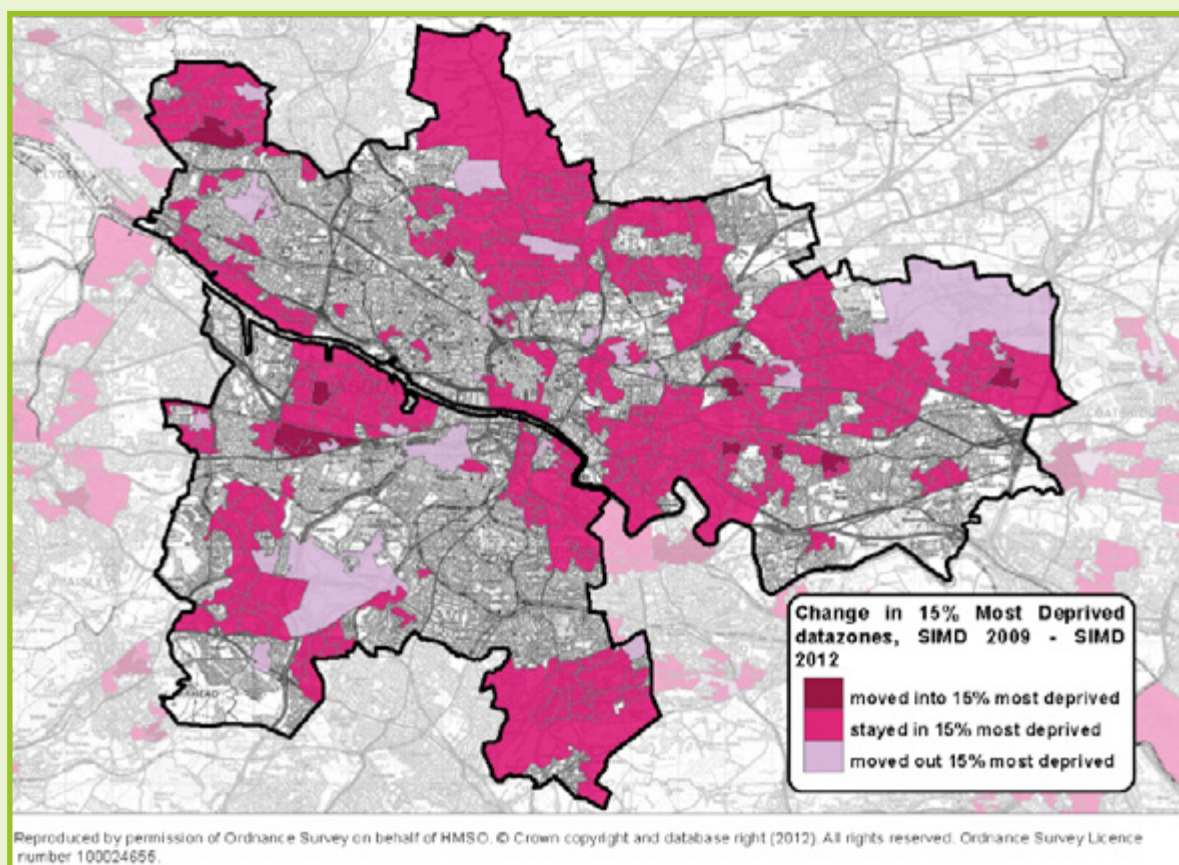
“ While Glasgow sometimes stands out for the challenges we face, I believe this is counterbalanced by the positive and constructive way in which our citizens and our public agencies respond to those challenges. We can and should remain firm in our responses to crime, but we also need to ensure that we use effective, evidenced based approaches, and safeguard community interventions which reduce and prevent reoffending. ”



## WHY BUILDING PROTECTIVE FACTORS?

It is important to continue to address the factors which can influence an individual's reoffending behaviour such as low educational attainment, poor access or opportunities for employment, homelessness or lack of stability in housing available, and poor health and well-being, including addiction, mental health and trauma related health issues.

These factors which influence reoffending levels are often inter-dependent and correlate closely with other markers of deprivation. Glasgow has had decreases in the number of datazones in the 15% most deprived areas in Scotland from 41.6% (2009) to 40.2% (2012) which is shown in the graph below. However, deprivation continues to be a complex challenge to the city and in 2012 Glasgow datazones accounted for 3 of the top 5 most deprived areas in Scotland.



### Education/Employability:

In Glasgow the number of individuals aged between 16-19 years old in education, training and employment is lower than the Scottish average (Glasgow 86.8%, Scotland 90.4%). In their 2016 'Annual Participation Measure Report: A Summary for Glasgow City Council', Skills Development Scotland concluded that as individual's age from 16 to 19 years the numbers of young people in education, training and employment decreases. In Glasgow in 2016 there were 5.4% of 16 – 19 year olds who were unemployed seeking employment and unemployed not seeking employment (i.e. collectively economically inactive), compared to 4.0% economically inactive 16-19 year olds nationally.

Skills Development Scotland found in their 2016 'Annual Participation Measure for 16 – 19 year olds in Scotland' that "Females are more likely to be participating in education compared to males (Females: (75.9%); Males (66.9%) meaning a 6.2% difference between females and males, with females representing the



highest proportion of 16-19 years old in Higher Education.) Conversely, there are more males than females in employment, with the figures showing a 6.9% difference and more males seeking employment, with 62.1% of 16-19 year olds reported as unemployed seeking work within the annual measure are male.”

In 2012, the Scottish Index of Multiple Deprivation (SIMD) indicated a correlation between low educational attainment and employability and deprivation. Glasgow continues to have a higher proportion of working age groups experiencing employment deprivation than any other local authority area and has the most employment deprived datazone at 19.1% (77,170).

HM Government’s ‘Reducing Reoffending through Skills and Employment’ said “the whole community has an interest in tackling offender’s skill and job needs. If they can secure stable jobs they are less likely to reoffend.” (pg. 9). The same report suggests that providing opportunity for individuals with convictions to gain qualifications and skills could help achieve employment on release, effective reintegration into society and reduce reoffending.

Volunteering is also an effective way to reintegrate individuals with convictions back into society. Volunteering can reduce the stigma attached to individuals and encourages them to identify in a positive way e.g. volunteer, worker. It teaches new skills which can be a stepping stone not only into being involved with their communities but potentially employment. An example of volunteering good practice in Glasgow is the Recreate Service which has helped inform ways forward <http://www.communitysafetyglasgow.org/what-we-do/reducing-environmental-incivility/recreate/>

### Housing:

Glasgow City has the highest proportion of applications for statutory homeless support compared to other Scottish Local Authorities. However, the rate in which these applications are decreasing from 2015 to 2016 in Glasgow (-6) is higher than Scotland (-3). (Homelessness in Scotland, 2017, Table 2).

Housing instability and homelessness is a major issue that can affect the likelihood of an individual to reoffend. Between 2007 and 2016 it was found that the highest reason for those leaving prison failing to maintain accommodation was because of criminal or anti-social behaviour.

Temporary accommodation outcomes for individual’s applying to homeless services following release from prison were high compared to other groups of applicants e.g. single-parents. This environment by its temporary nature and myriad client group can surround individuals released from prison with those vices/ issues which they are trying to overcome thereby providing opportunity to return to chaotic lifestyles and reoffending. Further, the temporary accommodation environment is not conducive to facilitative factors in prevention of reoffending such as maintaining contact and visits from family (particularly with children), establishing stability in health, employment, and access to benefits. Additionally, individuals placed in temporary accommodation and without access to a stable postal address will be challenged to attend job interviews, appointments and may lose out on opportunities that would provide stabilising effects and reduce the risk of reoffending. (Housing and Reoffending, Supporting people who serve short-term sentences to secure and sustain stable accommodation on liberation, 2015, pg.14).

Specialist supported accommodation options are very much needed in Glasgow. This is a reflection on managing complex need and recognising that the age range is increasing to reflect an older population. This is being noticed more so through public protection cases.

Glasgow is also looking at the Housing 1st Model and the CAN initiative-City Ambitious Network-Housing partnership with Third Sector and Housing as a method of specialist supported accommodation.

Providing prison leavers with stable and permanent accommodation supports a focus on their recovery, rehabilitation and reintegration into the community and as a result will help to prevent reoffending.

Prison leaver applications for statutory homeless support have decreased over recent years, however, these applicants can have complex issues which must be addressed so their housing needs should be prioritised along with access to services that support individuals to maintain stability in their accommodation, employment and health (i.e. with addiction or mental health recovery).

Shelter Scotland found that “two thirds of those who were homeless after their release from prison go on to reoffend and research has shown a reduction in recidivism of as much as 20% for those who had stable accommodation on their release compared to those who do not.” (pg.3).

### Health & Well-Being:

Mental illness and mental health problems are more prevalent within the prison population than in the general population (Bradley K, 2009).

Further, there is concern that the prison environment has a detrimental impact upon the mental health of prisoners and in particular, those with mental illness or a history of complex trauma (Smith C, 2000). The detrimental effect is not universal with those on remand, incarcerated for shorter prison sentences, females and those with pre-existing severe and enduring mental illness, or some combination of these factors at greater risk of experiencing a decline in their mental health in prison (Shaw, J et al, 2010). However, not all prisoners experience a detriment to their mental health, even those with pre-existing mental illness. Improvements experienced may be as a result of prisoners experiencing a more stable routine and ability to engage with services that they did not engage with in the community (Shaw, J et al, 2010).

The establishment of NHS as prison healthcare provider has heralded significant changes and improvements in prisoner's access to services. Indeed, current prison healthcare policy asserts that prisoners are entitled to the same range and standard of care as that received by the general population in community settings.

Individuals in with convictions may be trauma suffers/victims and may have difficulties receiving the support they require in prison which suit their needs. Care systems have to be created within and outwith the prison to effectively help those individuals so that they do not leave prison to go back into a dangerous environment in which their victimisation/criminal behaviour continues as their needs have not been met. Tackling trauma for individuals within the justice system is a relatively new practice but steps are in progress to train staff on how to spot trauma and how to teach individuals to deal with it. NHS Scotland has introduced programmes focusing on trauma which those working with service users can attend. These services can help individuals released from prison tackle their trauma issues which will influence their offending behaviour and further support their reintegration into the community (National Trauma Training Framework, 2015-2017).

### Addiction, Alcohol And Drugs:

The 2015 Scottish Prison Service Prisoner Survey found that 2 in 5 (41%) prisoners reported being under the influence of alcohol at the time of the offence, that “over one third of prisoners (37%) would take help for alcohol problems if they were offered in prison and 36% would take help for alcohol problems if they were offered on the outside. Fewer prisoners reported that they were worried that alcohol will be a problem for them when they are released from prison (17%) than in 2013 (21%).”

Alcohol use	2013 Yes (%)	2015 Yes (%)
I was drunk at the time of my offence	45	41
My drinking affected my ability to hold down a job	21	19
My drinking affected my relationship with family	35	32
If I was offered help in Prison for alcohol problems I would take it	41	37
If I was offered help on the outside for alcohol I would take it	39	36
I am worried that alcohol will be a problem for me when I get out	21	17

Prison Healthcare has gone through a review of addictions and recovery services as part of a service improvement process. Findings from the review will be actioned in the coming year(s).

Drug addiction is also a major catalyst in peoples offending behaviour. In the latest Scottish Prison Service Prisoner Survey (2015) , 2 in 5 (40%) of those in prison reported to being under the influence of drugs at the time of offence yet only 1 in 5 admitted to receiving treatment for this on the outside (21%). (pg.3).

The Alcohol and Drug Partnership in Glasgow is committed to keeping communities and individuals safe from alcohol and drug related offending, and in supporting recovery across communities. It aims to develop Recovery Oriented Systems of Care (ROSC), utilising recovery capital of individuals and their families within peer recovery support services. Involvement in the justice system provides opportunities for individuals to initiate treatment and access to ROSC models of support for their substance. For those returning to community from prison, integrated throughcare planning with health offers opportunities for planned access to both harm reduction (i.e. naloxone provision) and community ROSC supports.

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### WHY COMMUNICATION?

Communication between partners is fundamental for Community Justice to be effective in reducing reoffending and supporting everyone who is involved in or impacted by crime throughout Glasgow. Communication is also important in involving communities and stakeholders in the development of new plans stimulating dialogue, enhancing knowledge and building confidence in the justice system, processes and services. Robust approaches to communication can help to:-

Consult and discuss plans with other partners, community and service users, share information and develop joint working practices.

Involve and co-produce action and activities to improve outcomes for those involved in the justice system.

Develop information sharing protocols that enhance partnership working, reduce barriers to access and mitigate against the impacts of involvement in the justice system.

Maintain honest discussion and collaboration with partnership, partners, service users, families and communities to make service improvements and develop responses appropriate and relevant to the experiences of people involved in the justice system and their families.

Develop a new conversation across Glasgow and contribute to the changing national conversation about the role of justice services in society, breaking down discrimination, challenging stigma and reducing exclusion of those impacted or involved in the justice system.

Communication with communities can spread awareness of the role which Community Justice Glasgow plays in the justice system, in their communities and the various partners and services involved.

Many of the individuals who use community justice services have significant and complex needs such as substance misuse, homelessness, health, education and employment. Stakeholders and partners can also use communication systems to supply one another with information and support, facilitating joint working, service improvement, and co-production approaches and optimising service user support.

Communication thereby has an important role to play in improving outcomes, reducing reoffending and reintegration of individuals back into the community. Through all partners prioritising communication it means that a more preventative approach can be taken which will include early interventions. Communication will also integrate local and national partners together.

### References

Scotland's Criminal Justice Plan (2014), *Integrated Services for Managing Offenders*

## WHY FAMILIES?

Action to address and mitigate the impact on families affected by victimisation or involvement in the justice system has been recognised as a priority in the National Community Justice Strategy 2016. However, it has also been recognised as a priority through previous planning on Community Justice in Glasgow and retaining it as a priority provides opportunity for continued and further partnership working.

Families of individuals involved in the justice system can experience a variety of impacts upon their lives and family functioning. Changes to financial support and income may result in families being at risk of losing housing. Children and young people may be impacted by necessary alterations to their source of significant care-giving arrangement, passing from one family member to another or to state supported provision. Families also experience isolation, exclusion and stigma by association to an individual involved in the justice system, all of which present challenges to engaging with services and maintaining normative family functioning.

The Commission on Women Offenders Report (2012) found that “Approximately 30 % of children with imprisoned parents will develop physical and mental health problems, and there is a higher risk of these children also ending up in prison.”(pg. 3). Pugh and Lanskey (Families Outside- Prisoners’ Families: The Value of Family Support Work, 2011) found that “72% of families visiting prisons were not receiving support from any outside agency, despite the many issues they faced as a result of their family member’s imprisonment. In addition, the social isolation of these families meant that almost half (43%) had no one they could turn to for help.”

Community and specialist organisations that are aware of the complex impacts on families through a family member’s involvement in the justice system can help to mitigate some of those impacts and provide relevant, timely support. Specialist services offering helplines and face-to-face support, family support centres associated with prisons, offering support for families visiting prison (as the prison environment can be intimidating especially for children), helping families to understand the prison structure whilst explain the situation to children, all facilitate the process of maintaining family functioning and mitigating the impact of involvement in the justice system.

Families can be the reason for individuals offending but can also be the reason for preventing individuals who are involved in the criminal justice system from reoffending as it was found that ‘not wanting to let their families down’ was a recurrent reason for females explaining their desistance from the criminal justice system. (Dr Sapouna, M et al, 2015, pg. 20). It was also found that families can help with the intervention process and have a positive impact on the reintegration of their family member who has been involved in crime back into the community by supporting them. (Dr Sapouna, M et al (2015), pg. 59).

The report ‘What Works to Reduce Reoffending’ (2015) found that young individuals in prison who had support from their families had positive results in preventing their reoffending but for adults with convictions this cannot be shown due to a lack of evidence. However researchers Mears et al found that “receiving visits in prison was associated with reduced reoffending.” (pg. 60-61). For families to do this they must feel comfortable and understand the individuals offending behaviour so that they can support/help them, this is when partnership working will be fundamental as families can gain support from organisations in Glasgow to support them through this process. Also the family of an individual with convictions may influence them to engage with services to help tackle factors which increase the risk of offending e.g. substance abuse, mental health issues, and lack of accommodation, financial problems, and social isolation and so on.

Families can help with these issues and provide support to individuals on release from prison with housing, financially and to gain back social ties in the community which will help prevent future reoffending. Also people leaving prison who have positive family relationships are less likely to reoffend as they don’t want to jeopardise their relationships. Connection to family and close friends on liberation will reduce feelings of isolation and exclusion that individuals might experience, which in turn, will reduce the impact of stigma

experienced by individuals involved in the criminal justice system. However this is only true if the family has certain factors such as no history or current offending, no substance misuse and there has been a continuation of parental and/or spousal relationship during the period of incarceration so not all families will have a positive effect on desistance from crime.

### References

1. Commission on Women Offenders (2012)
2. Dr Brutus, L (2011) *Families Outside- Prisoners' Families: The Value of Family Support Work*.
3. Dr Sapouna, M et al (2015), *What Works to Reduce Reoffending: A Summary of the Evidence*.



## WHY PREVENTION?

The continuation and development of earlier intervention and prevention of further contact with the criminal justice system for individuals is a key aim for Community Justice Glasgow. It is important for Community Justice partners to continue to take advantage of opportunities at the first points of contact with those becoming involved in and impacted by the criminal justice system.

Diversion from prosecution can reduce use of custody and link individuals with support services. In 2014/15 Glasgow City had 324 diversions from prosecution cases commenced which were 7.2 cases per 10,000 population. This was an increase from the previous years and is rising at a higher rate than Scotland as a whole (4.9 cases per 10,000 populations). Despite this increase Glasgow still has the highest number of people in custody compared to other local authorities so diversion from prosecution rates are still lower than desired and can be improved. (Diversion from Prosecution, 2015/16, DP Cases 1)

Cases Commenced					
	Referrals	Assessments Undertaken	Number of Cases	Number of Individuals	Cases Successfully Completed
Glasgow	680	571	324	297	235

The table above shows the number of diversion from prosecution cases which have been referred, assessed and successfully completed in 2015/16. The numbers of referrals are relatively high compared to other local authority areas but only half of these referrals in Glasgow are successful which is low compared to other local authorities (Diversion from Prosecution, 2015/16, DP Cases 2). Diversion from prosecution is effective in preventing individuals from reoffending especially younger individuals. In a review of evidence of 'What Works to Reduce Reoffending' (2015), Scottish Justice Analytic Services reported that for young people, "Diversion to social work produced bigger reductions in reoffending compared to simple release that was not combined with some form of intervention" (Dr Sapouna, M et al, 2015, pg. 11). This research also suggests the same is true for adults involved in the criminal justice system- "In Scotland, an evaluation of diversion to social work schemes found that the majority of accused had completed their period on diversion successfully and the majority of the objectives set were recorded as having been fully or mostly achieved by the time diversion ended." (pg. 12)

The same report, found evidence that "Quality social ties formed through employment, marriage or cohabitation and education promote conformity and desistance." (pg. 4). Further, the evidence linked to diversion suggests that quality social ties bring structure, a source of emotional support and informal monitoring to individuals' lives. Evidence also found that if an individual feels more involved and accepted by their community then they are less likely to reoffend as their stigmatisation as an 'offender' is reduced.

Gender can also affect how an individual desists from crime. Dr. Maria Sapouna et al found that "Young women tend to offer moral as opposed to utilitarian rationales for stopping offending and were more likely to emphasise the importance of relational aspects of the process including parental attitudes, experiences of victimisation, the assumption of parental responsibilities and disassociation from offending peers. Some young women link their decisions to desist to the assumption of parental responsibilities. In general, young men focus more on personal choice and agency." (pg.5). Early interventions and early engagement is important in diverting individuals from the criminal justice system. Holistic Intervention is effective in diverting young people who commit crime from the criminal justice system as it addresses a whole range of individual needs. It also supports individuals back into the community and to engage with services.

Again Dr. Maria Sapouna et al found that "A respectful, participatory and flexible relationship with a supervisor can trigger the motivation to change and promote desistance. Supervision should place adequate emphasis on helping offenders overcome practical obstacles to desistance such as unemployment and drug misuse." (pg. 18).



This assists and encourages individuals in changing their criminogenic behaviour and provides them with a positive role model. This research found that individuals in Scotland found having a mentor/supervisor was helpful in supporting with needs such as employment and accommodation.

This research also found evidence has found that family interventions can also help prevent reoffending in young people as positive relationships with parents can influence a young person's behaviour as evidence shows that poor parenting can enhance the risk of criminal activity in youths. Fraser et al found that family interventions should not be a sole focus when using interventions for desistance. There is also limited evidence to show that family interventions has the same result for adults involved in the criminal justice system.

Early engagement by services is fundamental to prevent the escalation of offending and further reoffending by individuals involved in the criminal justice system. This early engagement is essential so that less people involved in the criminal justice system will become further involved in the system. By diverting individuals from custody it means that they can hold on to their social bonds/networks, housing, benefits, employment etc. and receive help for complex issues they may suffer from. Ultimately this will create safer communities with less offending and victimisation and will save the public purse money as there will be smaller numbers of individuals given a prison conviction.

### References

1. Dr Sapouna, M et al (2015), What Works to Reduce Reoffending: A Summary of the Evidence.
2. Scottish Government (2015/16) Diversion from Prosecution.

## WHY SERVICES AND RESOURCE ALIGNMENT?

Commissioning for Better Outcomes: A Route Map (Local Government Association, October 2015) found that: “Good Commissioning convenes and leads a whole system approach to ensure the best use of all resources in a local area through joint approaches between the public, voluntary and private sectors.” (pg. 8).

Resources will always be limited, particularly in the current economy. It is fundamental that services work jointly in partnership and share resources as a means to overcome limitations and achieve maximum efficiencies.

It is essential that Community Justice Partners in Glasgow share information, knowledge and resources in order to provide a fully collaborative approach and ensure services where they will have significant advantage and influence.

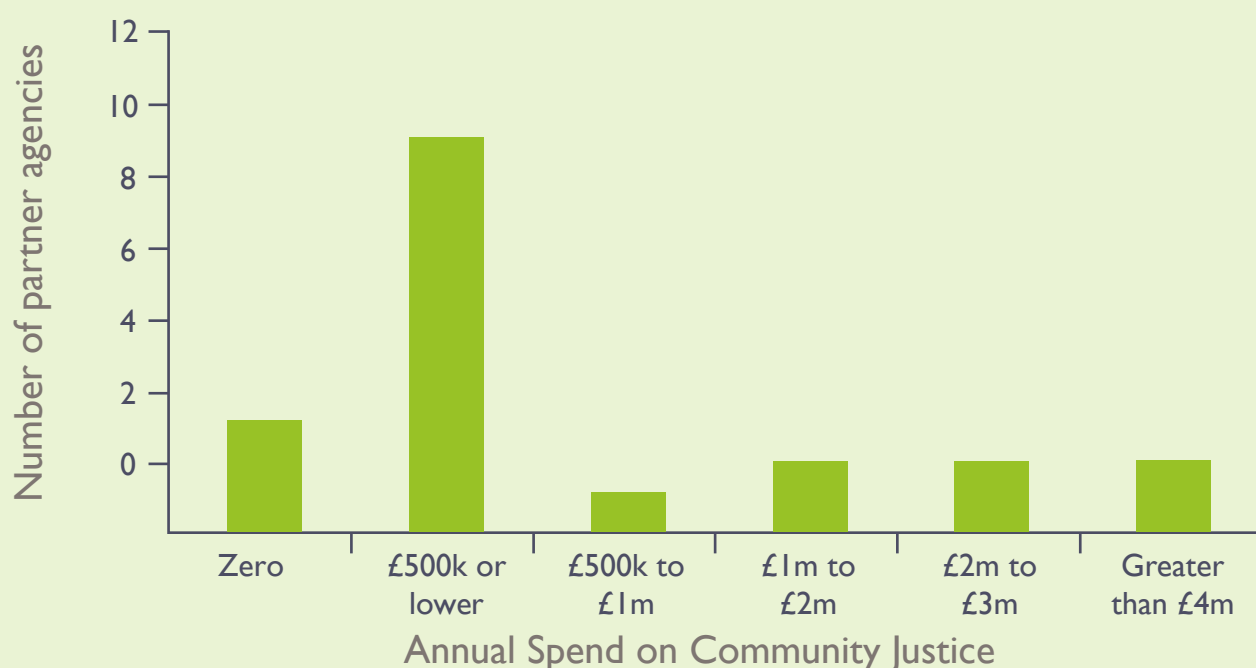
In 2015, Community Planning and the Community Justice Authority in Glasgow collaborated on a Community Justice Activity Mapping Exercise. This mapping exercise was created to understand existing Community Justice activity across Glasgow, pending the transition from Community Justice Authority to Glasgow Community Planning Partnership. It focused on definitions of Community Justice, The Community Justice Expenditure Provision, and Community Justice staffing complement project activity, target groups and performance markers.

This mapping exercise, while partially limited by levels of partner response, provided a useful overview from community justice partners in Glasgow, the services they provide, their client groups, their focus and aims. The mapping exercise also found data on Community Justice Expenditure (graphs shown below) in Glasgow in 2014/15 and compared this to 2015/16. This comparison shows potential reductions implemented to Community Justice Services (though again, the data should be read with caution due to gaps in responses).

### 2014 - 2015



## 2015 - 2016



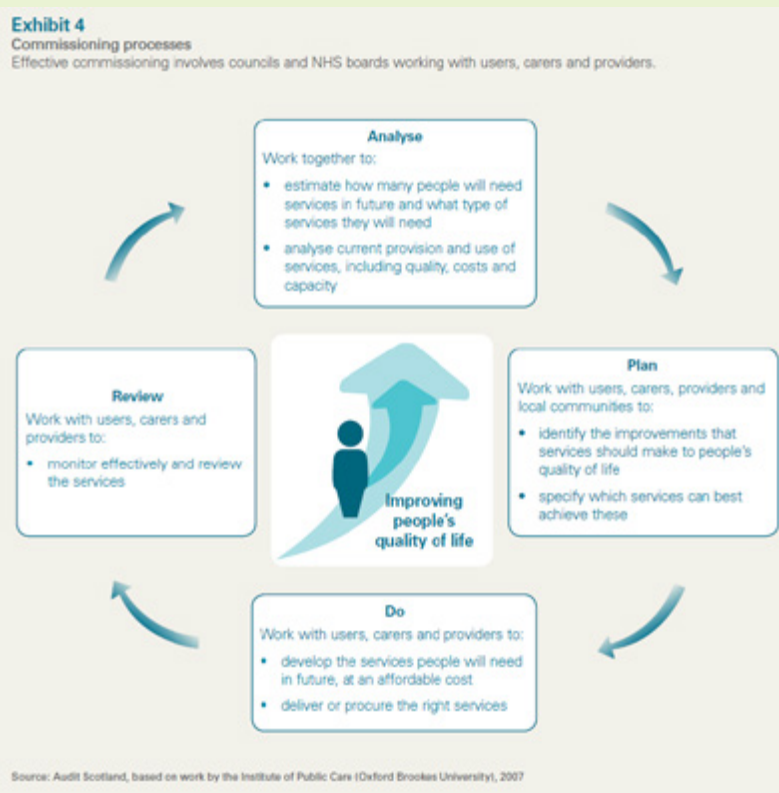
Previously our local partners endorsed inclusion in the 2014/17 Area Plan of a Joint Commissioning Strategy and similar ideals and work must continue going forward.

Joint Commissioning and partnerships are essential to allow our organisations to provide the best services and sustain the practices which they have in place. It is needed for our organisations to share intelligence and to work together to plan services which will be in high demand in the future. By using this joint approach it can save expenditure on expensive elements of the justice system. Aligning services and using joint resources will also help achieve a preventative approach which is a key aim of Community Justice Glasgow.

Audit Scotland has promoted the model (shown right) based on joint commissioning. The stages in this model involve all of our stakeholders, in particular those who are directly impacted on by services that work with service users, their families and communities. All stages of this model are critical to show best value from partners (Glasgow Community Justice Authority, 2016), and emphasises the importance of commissioning beyond simple 'procurement', evolving to the critical role of analysis, planning and reviewing.

[http://www.audit-scotland.gov.uk/docs/health/2012/nr\\_120301\\_social\\_care.pdf](http://www.audit-scotland.gov.uk/docs/health/2012/nr_120301_social_care.pdf)

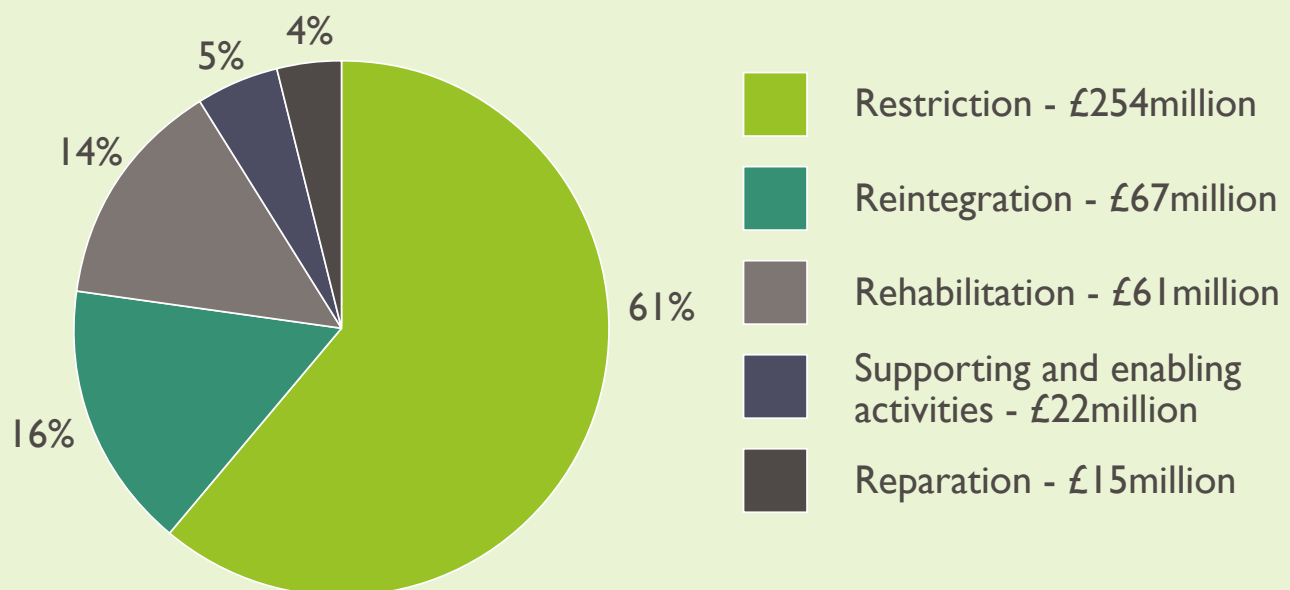
As Scottish expenditure on justice continues to focus on 'reactive' spend on restorative justice (custody), our local partners will need to consider their role in shifting that focus to community justice responses to offending.



## Exhibit 7

**Breakdown of expenditure by the main criminal justice bodies, 2010/11**

A third of expenditure was on reintegration and rehabilitation which both contribute to reduce offending.



Source: Audit Scotland, 2012, using data supplied by Scottish Prison Service and Scottish Government, 2012

Commissioning Social Care, Audit Scotland, March 2012

[http://www.audit-scotland.gov.uk/docs/health/2012/nr\\_120301\\_social\\_care.pdf](http://www.audit-scotland.gov.uk/docs/health/2012/nr_120301_social_care.pdf)

## References

1. Audit Scotland (2012), Commissioning Social Care.
2. Local Government Association (2015), *Commissioning for Better Outcomes: A Route Map*.

## WHY SERVICE USER VOICE?

Those directly involved with using a service should be at the centre of the planning and delivery of services. There are currently both legislative and strategy/policy requirements for statutory partners to be engaging service users, particularly in reflection of community planning and new Community Empowerment legislation.

User led services are “led by the people who will be using those services, or by people who share very similar circumstances to the target service user group (or members, or consumers, or clients, or other term that the people in that situation prefer to use). Sometimes, this will mean that everyone leading the service – for example, on the board of a voluntary organisation – will be someone with experience of using the services that the organisation delivers. In other examples other people will also be involved but there will be a majority of people with relevant lived experience.” (Outside the Box, 2013, pg. 3).

Service users can be involved in delivering programmes and services, providing peer to peer advice and support, engaging in consultative forums such as prison councils, running networks or organisations, and providing feedback through research and evaluation. (Beth Weaver & Claire Lightowler, 2012,). Evidence shows that by involving those service users in the key direction and planning of the service it has positive effects for not only the service user but for the service.

“If services are co-designed or produced by those who are, or have been, supported by these services, they may well be more likely to be fit for purpose and thus effective” (McNeill and Weaver 2010; Weaver 2011).

Dr Beth Weaver wrote in ‘Shaping the criminal justice system: The role of those supported by criminal justice services’ that by involving service users in the planning and delivery of services it can improve the overall service delivery, it can reduce re-offending and desistance from crime, it can prevent the ‘offender’ stigma to help these individuals construct a positive identity for themselves which can build service users self-esteem and confidence. It can also help others well-being through mentoring, peer support and volunteering and gives service users purpose and also provides service users with skills which can contribute to employment or volunteering and further develop their social inclusion. (Beth Weaver & Claire Lightowler, 2012).

Evidence demonstrates that service users who are involved in the delivery and planning of the service are often seen as role models to other service users, respected for their insight into the service and how other service users may feel or the challenges they may be facing. These individuals can be seen as more credible and may attract individuals who have needs but would not have used the service otherwise. ‘This is particularly important because evidence tells us that efforts to support change rely on significant engagement from those who have offended with the purposes of supervision’ (Working Towards User-Led Services: What Happened and the Difference it made, 2013).

Our organisations can continually learn and improve services by involving service users in the development of the service. “Communities and service users contributing to improved services, outcomes and achievable and sustainable solutions. To realise co-production, change must be both enabled and supported.” For this change/shaping of the community justice system to be effective it is important that our services acquire a flexible and creative approach to practice so that it is person centered and not program or practice focused. (Beth Weaver & Claire Lightowler, 2012).

### References

1. Outside the Box (2013), Working Towards User-Led Services: What Happened and the Difference it made
2. Weaver, B & Lightowler C (2012), Shaping the Criminal Justice System: The role of those supported by Criminal Justice Services.

## WHY THROUGH CARE?

Effective throughcare helps reintegrate those involved in the criminal justice system back into the community and to help tackle their reoffending behaviour. Throughcare is essential as it is used to support individuals and their families, from the start of a sentence, during the sentence and on release.

Access to statutory throughcare is dependent upon the length of an individual's sentence. Those sentenced to a long-term sentence (four years or more) are given statutory throughcare. Those sentenced under 4 years may be offered or request throughcare themselves on a voluntary basis whilst in custody. The high numbers of short-term prisoners coming in and out of prison outstrip the capacity of voluntary throughcare and limit the support available to individuals to successfully reintegrate into their communities.

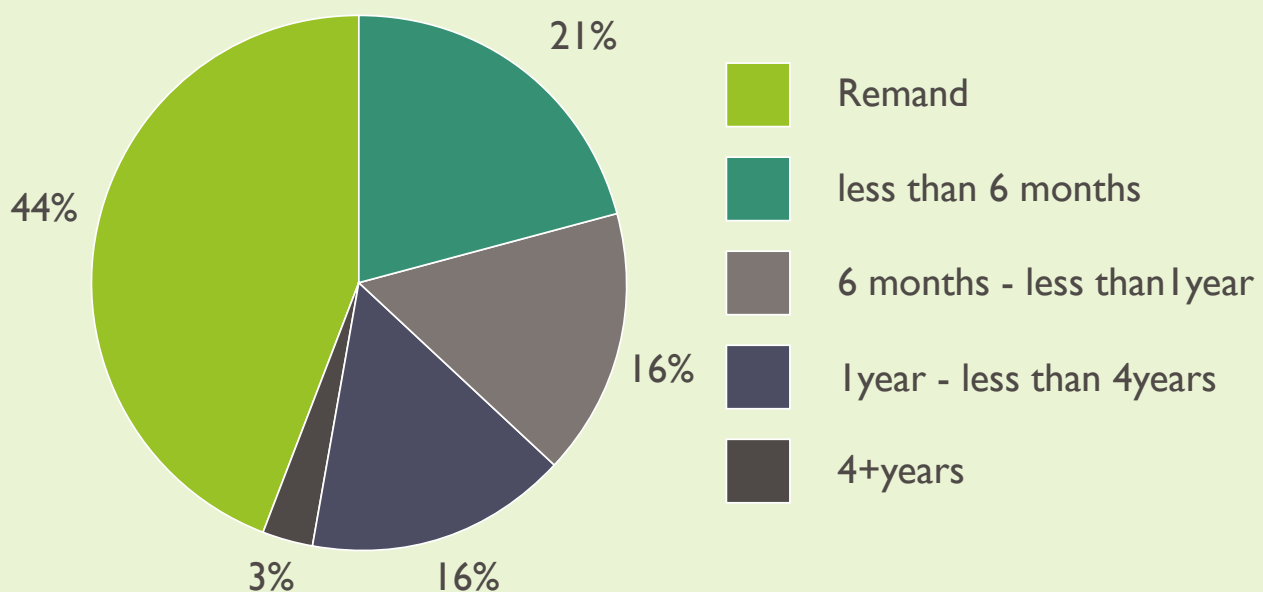
In Glasgow the number of adult males in prison on 1st January 2017 was 1,226, approximately 17% of the total male prison population in Scotland; 475 of these males were serving a short-term sentence. Compared to males, there were 46 adult females in prison from Glasgow, approximately 20% of the overall female prison population in Scotland. Eighteen of these females were serving a short-term sentence. (Scottish Prison Service - Local Authority Report, 01/01/2017).

Of the approximately 4000 individuals returning to Glasgow from prison each year, 97% were serving short-term sentences or returning from remand (Glasgow Community Justice Authority Annual Report 2015/16). There were 108 males and 7 females liberated- to Glasgow in a months period between 02/12/2016 –01/01/2017;- of these were, 97 -males and 6 females serving a short-term sentence (Scottish Prison Service - Local Authority Report, 01/01/2017).

Short sentences can be “perceived as pointless, serving neither to rehabilitate nor punish offender’s, and so not serving to address the causes of continued offending.” ‘What Works to Reduce Reoffending (2015)’ (pg. 11).

Research on short-term sentences suggests that the high volume of individuals serving short sentences and the high throughput in most prisons hampers the ability of the Scottish Prison Service to fully deal with individuals’ complex needs.

Liberation by sentence type to Glasgow 2013/14



<http://www.gov.scot/Publications/2015/12/5123/12>

Glasgow not only has a substantial proportion of individuals convicted in Scotland, it also contributes significantly to the Scottish Reconviction rate, 28.3 per 10,000 (2013/14), with the highest reconviction rate of all Scottish Local authorities (30.1 per 10,000 in 2013/14). The average number of reconvictions per offender in Glasgow is also higher than the Scottish Average (0.58 and 0.51 respectively).

Table 11 - Reconviction rates and average number of reconvictions per offender, by CJA and Local Authority group: 2013-14 cohort

Community Justice Authority (CJA) <sup>1</sup>	Local Authority group <sup>2</sup>	Number of offenders	Reconviction rate	Average number of reconvictions per offender
Scotland <sup>3</sup>		42,193	28.3	0.51
Fife & Forth Valley	All	5,077	29.6	0.52
	Clackmannanshire	415	32.8	0.66
	Falkirk	1,360	28.3	0.52
	Fife	2,673	30.3	0.53
	Stirling	629	27.7	0.45
Glasgow <sup>3</sup>	All	8,352	30.1	0.58
	Glasgow City <sup>3,4</sup>	8,352	30.1	0.58
Lanarkshire <sup>5</sup>	All	4,929	28.5	0.51
	North and South Lanarkshire <sup>5</sup>	4,929	28.5	0.51
Lothian & Borders	All	6,452	27.3	0.53
	East Lothian	483	28.2	0.44
	Edinburgh and Midlothian <sup>6</sup>	4,173	27.5	0.57
	Scottish Borders	641	28.4	0.49
	West Lothian	1,155	25.7	0.43
Northern	All	5,506	25.1	0.44
	Aberdeen City and Aberdeenshire <sup>7</sup>	3,209	26.6	0.49
	Na h-Eileanan Siar	102	18.6	0.25
	Highland	1,427	24.0	0.39
	Moray	527	23.3	0.38
	Orkney Islands	116	13.8	0.18
	Shetland Islands	125	20.0	0.24
North Strathclyde <sup>8</sup>	All	3,799	28.0	0.45
	Argyll & Bute	535	25.6	0.36
	East and West Dunbartonshire <sup>8,9</sup>	1,146	29.9	0.52
	East Renfrewshire and Renfrewshire <sup>10</sup>	1,414	26.7	0.43
	Inverclyde	704	29.0	0.48
South West Scotland	All	4,809	28.3	0.48
	Dumfries & Galloway	1,319	27.0	0.44
	East, North, and South Ayrshire <sup>11</sup>	3,490	28.7	0.49
Tayside	All	3,268	28.9	0.52
	Angus	770	26.8	0.51
	Dundee City	1,586	32.8	0.59
	Perth & Kinross	912	24.1	0.41
	Unknown	1	0.0	0.00



It is estimated that reoffending directly costs the public purse £580 million in Glasgow and £3 billion in Scotland. Effective approaches to throughcare can be an asset used to reduce this cost, helping individuals to return to their communities and reducing the likelihood of them reoffending when released from prison. The value of throughcare lies in the support offered to mitigate some of the impact of incarceration on the individual by providing assistance, advocacy and empowerment in navigating services, and re-establishing connections to community supports, including housing, education and health services. Additionally, throughcare offers the opportunity to build on purposeful interventions within the prison and co-ordinate with similar services within the community. With effective case-management for all prisoners leaving the SPS estate along with integrated supports and responses from key agencies and organisations (e.g. SPS, Health, Social Work, Housing, DWP, and third sector providers) throughcare can provide coordinated and coherent transition between the SPS estate and communities.

Research has found that throughcare is an effective way to integrate individuals with convictions back into the community. Justice Analytical Services 2011 stated “Throughcare strategies with the most favourable results in relation to reoffending rates are ‘holistic’; that is, focused on the whole range of an individuals’ needs and integrated with support in the prison and in the community.” (pg.14).

Throughcare is an effective method of smoothing transitions within the justice system and in helping reintegrate those involved in the criminal justice system back into the community. Throughcare is most commonly used when individuals enter prison, during prison and on release to support individuals and their families, and to help tackle their reoffending behaviour.

The benefits of throughcare have been recognised by the ‘Reducing Reoffending Change Fund’. Through investment by the Scottish Government, 7 new projects called ‘Public Social Partnerships’ (PSPs) were established, which support throughcare through collaborative working. Independent evaluation of the PSPs has suggested a positive impact from this focussed approach to Throughcare.

### Some Central Throughcare Issues:

Education and employment are factors which can influence someone’s offending behaviour. HM Government’s ‘Reducing Reoffending through Skills and Employment’ said that ‘the whole community has an interest in tackling offender’s skill and job needs. If they can secure jobs they are less likely to re-offend.’ (pg. 9).

Homelessness is also a factor. Shelter Scotland found that “two thirds of those who were homeless after their release from prison go on to re-offend and research has shown a reduction in recidivism of as much as 20% for those who had stable accommodation on their release compared to those who did not.” (2015) (pg. 3)

Mental illness and mental health problems are more prevalent within the prison population than in the general population (Bradley K.,2009)

Further, there is concern that the prison environment has a detrimental impact upon the mental health of prisoners and in particular, those with mental illness or a history of complex trauma (Smith C,2000).

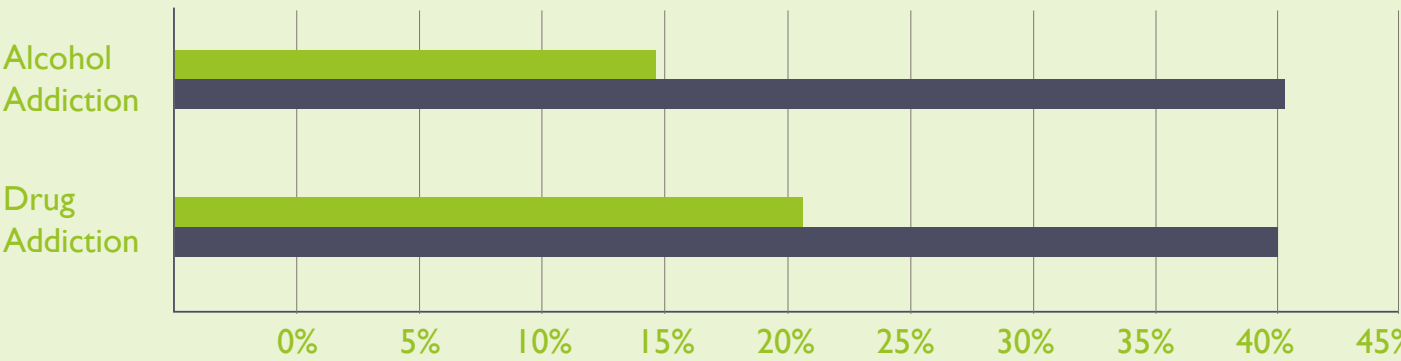
The establishment of NHS as healthcare provider has heralded significant changes and improvements in prisoner’s access to services. Indeed, current prison healthcare policy asserts that prisoners are entitled to the same range and standard of care as that received by the general population in community settings.

Given the high proportion of prisoners with histories of trauma, physical and sexual abuse, and high prevalence of mental ill health, integrated planning and coordinated throughcare responses can provide coherent trauma-informed mitigation of the detrimental effects of prison on individual’s mental health as well as opportunities for sustained engagement with services on liberation. Thus building upon interventions and programmes currently offered within prison.

Alcohol addiction can also be a major catalyst for someone’s offending behaviour. The Scottish Prison Service Prisoner Survey 2015 found that throughout Scottish prisons 2 in 5 (41%) prisoners reported being under the influence of alcohol at the time of the offence compared to 51% of individuals in HMP Barlinnie (CJA Annual Report, 2015/16). However only 1 in 7 (14%) out of 27% assessed in all Scottish prison admissions received help which was a decrease from 20% in 2013 and 23% in 2011. This shows a steady downward trend in those receiving help for alcohol addiction in prison.

Drug addiction is also a factor for someone reoffending as 2 in 5 (40%) individuals in prison in Scotland reported to being under the influence of drugs at the time of their offence compared to 38% in HMP Barlinnie (Community Justice Authority, 2015/16); 21% of Scotland’s prison population reported that they were receiving treatment for this in the community. (pg. 2/3).

Drug/Alcohol Addiction in Scottish Prisons 2015



	Drug Addiction	Alcohol Addiction
Received help inside/outside of prison	21%	14%
Under the influence at time of offence	40%	41%

Alcohol and Drug Partnership in Glasgow is committed to its action on keeping communities and individuals safe from alcohol and drug related offending, and in supporting recovery across communities. It aims to develop Recovery Oriented Systems of Care (ROSC) utilising recovery capital of individuals and their families within peer recovery support services. Involvement in the justice system provides opportunities for individuals to initiate treatment and access to ROSC models of support for their substance. For those returning to community from prison, integrated throughcare planning with health offers opportunities for planned access to both harm reduction (i.e. naloxone provision) and community ROSC supports.

## References

1. Bradley K. (2009), *The Bradley Report: Lord Bradley's review of people with mental health problems or learning disabilities in the criminal justice system*. London: Department of Health.
2. Dr Sapouna, M et al (2015), *What Works to Reduce Reoffending: A Summary of the Evidence*.
3. Glasgow Community Justice Authority (2015/16), *Annual Report 2015/16*.
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5. Scottish Government (2012-2015), *Policy in Detail: Reducing Reoffending Change Fund*.
6. Scottish Government (2013/14), *Prison Statistics and Population Projections Scotland: 2013-2014*.
7. Scottish Government (2016), *Reconviction Rates in Scotland: 2013/14 offender cohort*.
8. Scottish Prison Service (2017), *Local Authority Report, 01/01/2017*.
9. Scottish Prison Service (2015), *Prisoners' Survey*.
10. Shaw, J et al, (2010), *The pathway of prisoners with mental health problems through prison health services and the effect of the prison environment on the mental health of prisoners: A report to the National Institute of Health Research. Offender Health Research Network*.
11. Shelter Scotland (2015), *Preventing Homelessness and Reducing Reoffending- Insights from Service Users of the Supporting Prisoners; Advice Network, Scotland*.
12. Smith C. 2000. 'Healthy prisons': A Contradiction in Terms? *Howard Journal of Criminal Justice* 39: 339-53

## WHY VICTIMS?

Research has found that the victimisation rate for those aged 16 and over has increased over a twenty year period; “an estimate of 0.5% of the Scottish population of adults aged 16 or over represents around 220,000 people (2013). Our estimates suggest that this group’s share of all crime has doubled from 5% in 1993 to around 10% from 2006 onwards.” (Scottish Justice Matters, 2015, pg. 34). However this is not reflected by the public themselves as the 2014/15 Scottish Crime and Justice Survey found that males aged between 16-24 years old felt ‘safe whilst walking alone at night’ (88%) showing that they do not feel victimised, unlike females aged 60 and over that felt the most ‘unsafe whilst walking alone at night’ (43%). ‘Feeling safe whilst walking alone at night’ can reflect how someone feels. (Demographic breaks, 2014-15, pg. 9).

Glasgow has the highest number of victims (over 25,000 self-reported victimisation in 2015/16) compared to all other local authorities. However Glasgow also constitutes the largest proportion of Scotland’s overall population at 11.2%. When comparing Glasgow to other local authorities this has to be acknowledged. Despite this, self-reported crime victimisation rate in Glasgow as recorded in the Scottish Crime and Justice Survey 2015/16 was 17.5% which was an improvement from the initial 20% target (7.2% reduction). (Glasgow Community Justice Authority, 2015/16, pg. 20).

In Glasgow, 63% of victims responding to the Scottish Crime and Justice Survey 2014/15 reported that they received information from the police about their case. It was also found that 66% of victims in Glasgow said that they received information from other organisations, which was the second lowest out of all other local authorities (pg. 70). The remaining victims that did not receive any type of information from any organisation, 63% of them wished that they received one type of information about their case from any organisation. This shows that victims feel that they do not receive the help which they require about the case they are involved in/been victim to.

Glasgow was third highest local authority to have victims reporting their victimisation to the police (41%) however 58% said that they would not report their victimisation to the police (SCJS Data Tables Police Division & CJAA, 2014/15, pg. 62). Despite this the Scottish Crime and Justice Survey 2014/15 found that of those victims that reported their victimisation to the police, 76% of victims in Glasgow said that they had face-to-face contact with the police and 78% said that they were satisfied with how the police dealt with the matter, indicating that Glasgow was the second highest out of all the local authorities with these findings (pg. 101). This suggests Glasgow can continue to improve victim’s confidence in the police and other services/organisations so that victims will report to them to receive help.

Victimisation increases an individual’s risk of mental health problems, trauma and substance misuse. Victim support is essential to help victims cope with the experience they have suffered and ways in which to cope with their experiences in the aftermath. NHS GG&C Mental Health Trauma Service, ‘The Anchor’ provided trauma training and psychology supervision to Victim Support staff, demonstrating an effective way to enhance service provision and trauma-informed practice. Current and emergent evidence suggests that Trauma-informed practice and approaches are effective in supporting individuals with experience of trauma to achieve positive outcomes.

There are various organisations in Glasgow which are victim focused/orientated such as Victim Support Scotland. In Glasgow in 2015/16 there were 101,820 victims supported by Victim Support Scotland through telephone calls and face-to-face meetings, 45,725 letters sent from the National Support Centre with information to help victims, 121 families supported as they were bereaved through murder, 54,077 male victims supported, 47,743 woman supported and 7,916 children and young people supported. The service also helped 592 people make criminal injuries compensation claims and overall won £3.4 million in awards. Despite these figures there was a decrease in the number of victims using this service from 2014/15 as referrals to victim services in 2015/16 were down by 18.5%. (Glasgow Community Justice Authority, 2015/16, pg. 23).

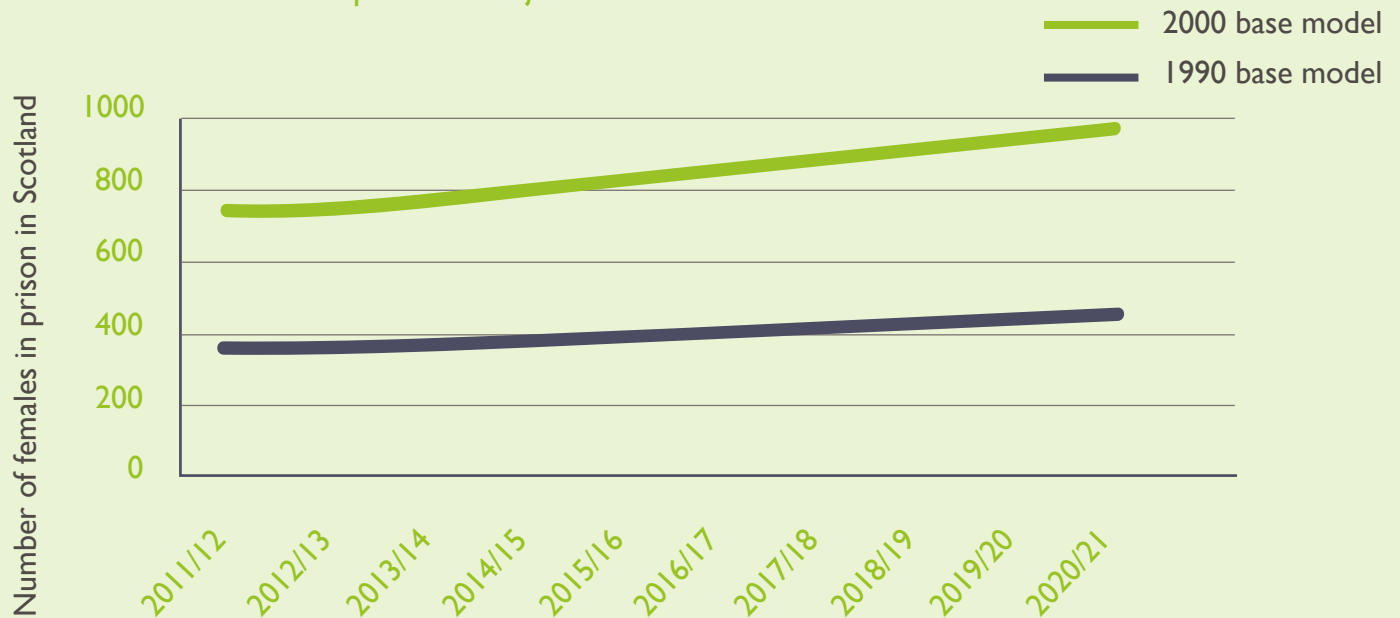
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4. *Scottish Justice Matters (2015)*

## WHY WOMEN?

The Commission on Women Offenders 2012 found that females constituted 5% of the prison population compared to 3.5% in 2000 and was increasing at a faster rate than the male prison population. Analysts' projections of female incarceration are continually being revised upwards. Below is a graph of the rate of the female prison population projections of Scotland from the 1990 base model in comparison to the 2000 base model (Prison statistics and population projections Scotland: 2011-12)

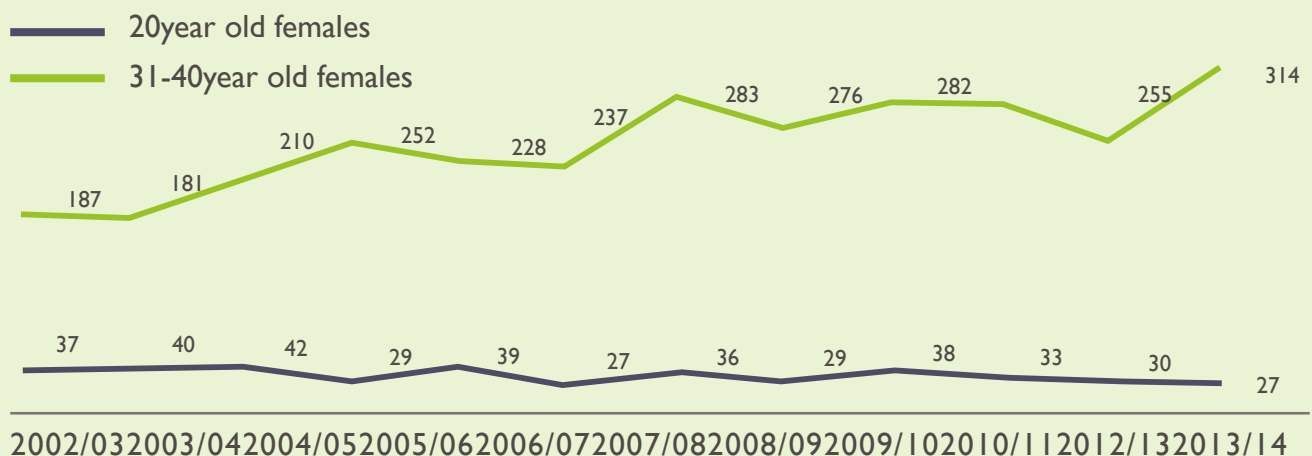
Rate of Female Prison Population Projections Scotland



On 1st January 2017 there were a total of 46 women from Glasgow in prisons across Scotland which is a snap shot of the daily female population in prison (a fluctuating number). The number of females from Glasgow in prisons across Scotland during this period was the highest compared to all other local authorities (Scottish Prison Service - Local Authority Report, 01/01/2017). However Glasgow constitutes the largest proportion of Scotland's overall population at 11.2%, so when comparing Glasgow to other local authorities this has to be acknowledged. There has been a decrease in the number of woman under the age of 21 in custody but a rise in the number of woman who are over 30 years old (Commission on Women Offenders, 2012, pg. 18).

The graph below shows the change/trend of females aged 20 in comparison to 31-40 year olds in Scottish prison receptions throughout the years so shows the flow of those entering prison. (Prison statistics and population projections Scotland: 2011-12, pg. 33)

Direct Sentenced Receptions Age &amp; Females



When a woman is imprisoned it can have a negative effect on their whole family as they may be the only care system for their children. More women with convictions have dependent children than men and only a small proportion (17%) of children with mothers in prison live with their fathers while their mother is incarcerated. (Commission on Women Offenders, 2012, pg. 21).

The Commission on Women Offenders says that the rise in older age groups of females in prison could be the result of older drug users who have accumulated previous convictions. Drug misuse is a significant contributory factor to women's offending behaviour; the number of women in custody and custodial sentencing of women e.g. in 2011, 71% of prisoners in HMP Cornton Vale reported that they had used drugs in the year prior to sentencing, compared to males at 61%. ISD Scotland 2014 found that this increased risk of substance use by female prisoners in comparison to their male counterparts is contrary to figures recorded for Glasgow, where males have a higher risk of substance misuse than females (4.09% and 1.48% respectively). Additionally, it was found that 60% of woman held in HMP Cornton Vale were under the influence of drugs at the time of their offence compared to male prisoners at 42%. (Commission on Women Offenders, 2012, pg. 18 & 20.)

**Table A1.3:**

Estimated number of individuals with problem drug use by Council area and gender (ages 15- 64); 2012/13

Council Area		Males		Females	
		N	%	N	%
Glasgow City	Revised <sup>2</sup>	9,570	4.60	4,030	1.87
	Published <sup>3</sup>	8,500	4.09	3,200	1.48

This data highlights that making support for substance misuse issues readily available to women in the justice system is essential to helping support women back into society, to prevent reoffending and ensure the safety of the women.

Evidence shows that a significant proportion of females from Glasgow who are convicted of a crime receive short-term prison sentences of 6 months to less than 2 years. A daily snapshot of this was in 01/01/2017, 10 of the 46 women in custody from Glasgow were serving a short term sentence of 6 months to less than 2 years (Scottish Prison Service - Local Authority Report, 01/01/2017). Research has found that short-term sentences are ineffective as they neither punish nor rehabilitate the individual, so when released reoffending continues. Data shows that 70% of women that receive a sentence of 3 months or less are reconvicted within two years of being released from custody, compared to females that receive alternatives to prison e.g. 55% of women given Probation Orders were reconvicted and 27% of women given community sentences were reconvicted within 2 years. This evidence suggests that alternatives to prison are more effective in reducing reoffending in women than receiving short-term sentences (Commission on Women Offenders, 2012, pg. 3). This assertion is further evidenced by Scottish data from 2011/12, which recorded 41% of women released from custody reconvicted within 1 year compared to 28% that were given a community sentence (Community Payback Order, Community Serve Order and Probation Order) that were reconvicted within a year. (Dr Sapouna, M et al, 2015, pg. 26).



In 2015/16, 26% of females across Scotland received a community sentence compared to 14% receiving a custodial sentence for all crimes committed <http://www.gov.scot/Topics/Statistics/Browse/Crime-Justice/Datasets/DatasetsCrimProc/CPTab16> (Table 8c).

	Male					Female				
	(percentages)					(percentages)				
Main crime or offence	Total	Custody	Community sentence	Monetary	Other	Total	Custody	Community sentence	Monetary	Other
All crimes and offences	83,021	15	19	51	15	16,929	7	18	46	28
All crimes	29,902	28	27	27	19	5,819	14	26	24	36

Community Payback Orders also cost an estimated half the amount of a custodial sentence of 3 months or less, and are proven to have more benefits for the individual serving them as they can receive support/treatment for addictions, mental health issues. Unpaid work as a Community Payback Order requirement can help individuals achieve qualifications and gaining new skills.

Remand is also a problem as Glasgow's daily remand population is approximately 12 out of 46 in 01/01/2017, again this is a daily snap shot (Scottish Prison Service - Local Authority Report, 01/01/2017). The Community Justice Annual Report 2016/17 wrote that the average daily population during 2015/16 for Glasgow women serving a custodial sentence was 44.3 and the average daily population for women on remand was 16.7. In 2015/16 the number of woman on remand in Glasgow has increased slightly (Glasgow Community Justice Authority Annual Report, 2015/16). The proportion of woman on remand (25%) is higher than males on remand (18%). (Commission on Women Offenders, 2012, pg. 18 & 20).

Again whilst on remand woman have limited access to support services and have no statutory entitlement to throughcare on their release. While The Commission on Women Offenders indicates that only 30% of woman on remand go on to receive a custodial sentence, the impact of the remand incarceration can have significant effect on disrupting family ties, community links and education or employment.

A new supported bail project in Glasgow (<http://www.turningpointscotland.com/glasgow-womens-supported-bail-service/>) is demonstrating less disruptive and more cost efficient alternatives to remand. The service provides opportunity to support and empower women to access services and begin to address factors present in their lives that will reduce their risk of reoffending.

Woman in prison have complex needs. The Commission on Woman Offending Report 2012 found that 80% of woman in Cornton Vale prison had mental health issues (pg. 3). The recommendations from the Commission on Woman Offending Report stated that mental health programmes and interventions for short-term prisoners should be created and designed so that these programmes can continue in the community upon release (pg. 7). Additionally, research has found that females in prison are 10 times more likely than males to self-harm in prison.

Gender is also a significant risk factor in the experience of trauma and in developing complex trauma. Individuals who have experienced a number of incidents during childhood, in particularly interpersonal traumas such as neglect, assault, bullying, violence, separation, loss or bereavement, and abuse are at greater risk of re-victimisation in adolescence and adulthood. Additionally, where individuals have multiple traumatic experiences in their backgrounds, the impact of these may accumulate. There is further evidence to suggest a link between complex trauma, chronic victimisation and subsequent offending or criminal behaviour (Foy, D.W., Furrow, J. & McManus, S, 2011.).



Although the overall recorded crime rate in Scotland has decreased, recording for sexual crimes increased by 7% from 2014/15 to 2015/16 (Recorded Crime in Scotland, 2015/16, pg. 26). Changes in legislation on the conviction of historical sexual crime, a change in policing, increased reporting of crimes of this nature, or an increase in public confidence in the justice system are possible explanations for this increase. Women are 5 times more likely to be a victim of sexual crimes than males (Scottish Government Equality Outcomes: Gender Evidence Review, 2013). The risk associated with this wider context of violence towards women and girls is exacerbated by factors prevalent in the experience of females with convictions such as homelessness, poverty and financial dependence (Ibid Equally Safe, 2014)). The complex gender relationship with trauma risk indicates the need to provide intervention that is both trauma informed and gender responsive. (Covington, S.S., & Bloom, B.E., 2006.). Experience of custody can re-traumatise individuals and create additional cumulative effects for women who are already experiencing mental ill health, negative coping strategies, suicidal thought and/or complex trauma impacts.

The use of Trauma Informed Approaches and development of Trauma Informed Services, Care and Practice are showing early indications of positive impact on a variety of outcomes such as psychiatric symptoms and substance use, housing stability, and decreased use of crisis services. (Morrissey J P, Ellis A R, Gatz M 2005, Morrissey J P, Jackson E W, Ellis A R 2005.)

Emergent evidence supports system-wide trauma-informed practice within the justice system. Training programmes for staff within services across Glasgow are in progress. By bringing awareness and sensitivity to their practices with these individuals by, staff can establish safety and stability with individuals they work with and empower their clients to address their coping in a way that enables women to integrate into community and society, thus reducing their risk of offending.

An example of effective trauma informed practice is from Tomorrow's Woman Glasgow. The service has developed a practice and care model based upon trauma theory and evidence of best practice. The staff bring awareness and understanding of trauma and its impacts to their work with women, treating each with compassion and acceptance. They look beyond a lack of engagement from woman with a different approach that supports women to engage with the service. Evidence shows that this has been an effective approach as there was a 42% reduction in offending amongst service users which shows that being trauma-informed can reduce offending (Community Justice for Woman in Scotland, 2016).

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Structural Outcomes					
Outcomes	Indicator	National or Local	Data Source	Notes	Next Steps
I. Communities improve their understanding and participation in Community Justice	A Activities carried out to engage with 'communities' as well as other relevant constituencies	NATIONAL & LOCAL	CPP mechanisms	Integrated with CPP Community Engagement approaches.	Review existing data  Link with development of CPP LOIP Plan  Implement in year 2
	B Consultation with communities as part of Community Justice planning and service provision & Evidence from questions to be used in local surveys/ citizens panels etc.	NATIONAL (linked indicators) & LOCAL	CPP mechanisms	Consideration in how this relates to Thriving Places. NHS purchased services will have additional information that could be used to help demonstrate this indicator	
	C Participation in Community Justice, such as co-production and joint delivery.	NATIONAL & LOCAL	Call on partner organisations for information they collect.	Unpaid work providers gather information through exit surveys. Use exemplars of Co-Productive approaches.	
	D Level of community awareness of/satisfaction with work undertaken as part of a CPO	NATIONAL & LOCAL	Targeted testing with specific projects.	Consider road shows to raise awareness.  Existing information from the unpaid work providers and information gathered by CJSW on levels of engagement.  Electronic monitoring linked data to be considered.	
	E Perceptions of the local crime rate	NATIONAL	Scottish Crime Survey	Health and Wellbeing Survey has information to include	Review Scottish Crime Survey and Health & Wellbeing Survey

Structural Outcomes					
Outcomes	Indicator	National or Local	Data Source	Notes	Next Steps
2. Partners plan and deliver services in a more strategic and collaborative way	<p>A</p> <p>Services are planned for and delivered in a strategic and collaborative way</p> <p>(Partners have leveraged resource for Community Justice)</p> <p>(Development of Community Justice workforce to work effectively across organisational/professional/geographical boundaries)</p>	NATIONAL (some reflecting sub-indicators)	Partnership Assessment Tool	<p>To be developed, building upon existing local and national tools.</p> <p>Will include overview of Joint Commissioning Strategy and Information Sharing Protocols.</p> <p>Would need to reflect developments within national body (Community Justice Scotland) in relation to planned learning and innovation hub.</p>	<p>Initiate planning for Assessment Tool</p> <p>Implement in year 2</p>
3. People have better access to the services they require, including welfare, health and wellbeing, housing and employability	<p>(Partners have identified and are overcoming structural barriers for people accessing services)</p> <p>(Existence of joint-working arrangements such as processes/protocols to ensure access to services to address underlying need)</p> <p>(Initiatives to facilitate access to services)</p>	NATIONAL (sub-indicators to 2A above)	Partnership Assessment Tool	To be developed, building upon existing local and national tools.	<p>Initiate planning for Assessment Tool</p> <p>Implement in year 2</p>
	<p>A</p> <p>Speed of access to mental health services</p> <p>Speed of access to drug and alcohol services</p>	NATIONAL	HEAT Data	While this information is available, it is not broken down to be able to identify those with convictions or coming through justice system.	Review HEAT Data and Trends
	<p>B</p> <p>Percentage of people released from custodial sentence who have:</p> <ul style="list-style-type: none"> <li>• suitable accommodation</li> <li>• had a benefits eligibility check</li> </ul>	NATIONAL & LOCAL	Homelessness Presentation data (TBC) Scottish Welfare Fund data (TBC)		Test available data from Homelessness Services and Scottish Welfare Fund

Structural Outcomes					
Outcomes	Indicator	National or Local	Data Source	Notes	Next Steps
4. Effective interventions are delivered to prevent and reduce the risk of further offending	A Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending.	NATIONAL & LOCAL	Work with targeted providers	There is a risk that information could be reported selectively, from services who report successful impacts. There are plans to include public health questions in initial interview with CJSW.	Test available data with targeted providers
	B Use of “other activities requirement” in Community Payback Orders (CPOs)	NATIONAL & LOCAL	Criminal Justice Social Work returns	CJSW return shows CPOs by people, hours and %	Review CJSW Returns
	C Quality of CPOs (and DTTOs – TBC)	NATIONAL & LOCAL	CPO Provider feedback.	SWS previously asked for exit surveys to be completed, but low take-up rates so it was stopped. CPO providers do use exit surveys, but unclear what DTTO report.  There is scope to improve recording in this area, and so reporting could start at a later date	Review available data.  Implement in year 2
	D Reduced use of custodial sentences and remand  • Balance between community sentences relative to short custodial sentences under 1 year; • Proportion of people appearing from custody who are remanded. • Number of short-term sentences under 1 year.	NATIONAL	Court Data	Consider impact of Presumption Against Short Sentences if/when any political steer.	Review available data.  Implement in year 2

Person-Centric Outcomes					
Outcomes	Indicator	National or Local	Data Source	Notes	Next Steps
<p>5. Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed</p> <p>6. People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities</p> <p>7. Individual's resilience and capacity for change and self-management are enhanced</p>	A Individuals have made progress against the outcome	NATIONAL	None currently exists	<p>All Person-Centric indicators would be a 'distance travelled' measure and mechanisms would have to be established to monitor individual progress.</p> <p>As a starting point, we could establish what is already used by partners that could measure this</p> <p>Would a standardised tool for Glasgow meet this need? Need to establish if CJS will be looking at this nationally, or if they can suggest an approach.</p> <p>There may also be issues with attribution – which activities lead to improved outcome.</p>	<p>Review Tools currently in use by local partners as well as comparable tools elsewhere (such as Outcomes Star).</p> <p>Initiate discussion with Community Justice Scotland.</p> <p>Set implementation timescale.</p>

Structural Outcomes		
Outcomes	Indicator	Notes
Communities improve their understanding and participation in Community Justice	All indicators accepted in principle, but subject to development as part of integration with Community Planning Partnership Community Engagement as part of CPP Local Outcome Improvement Plan	
Partners plan and deliver services in a more strategic and collaborative way	Most indicators accepted in principle, but to be developed as part of a local Partnership Assessment Tool.	
	Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of MAPPA	MAPPA arrangements have existing monitoring arrangements, and are not within the scope of Community Justice. This indicator is not considered appropriate.  This could be considered in future, however there is concern around its fit with Community Justice. There will be some learning from the MAPPA process, however it is not deemed an appropriate indicator in this framework.
People have better access to the services they require, including welfare, health and wellbeing, housing and employability	Most indicators accepted in principle, but some will be developed as part of a local Partnership Assessment Tool.	
	% of people released from a custodial sentence: • Registered with a GP	Accessing data on GP registrations on release currently not realistic.
Effective interventions are delivered to prevent and reduce the risk of further offending	Most indicators accepted in principle, but to be developed over first year of Partnership.	
	Effective risk management for public protection	MAPPA is not within the scope of Community Justice and this indicator is not considered appropriate.

Person-Centric Outcomes		
Outcomes	Indicator	Notes
Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed	Indicators accepted in principle, but require development.	
People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities		
Individual's resilience and capacity for change and self-management are enhanced		
	All Person-Centric indicators would be a 'distance travelled' measure and mechanisms would have to be established to monitor individual progress.	
	As a starting point, we could establish what is already used by partners that could measure this.	
	Would a standardised tool for Glasgow meet this need? Need to establish if CJS will be looking at this nationally, or if they can suggest an approach.	
	There may also be issues with attribution – which activities lead to improved outcome.	



Objective(s)	Activities - What are we going to do	Primary links to Priority Themes:	Performance framework outcome:	Start Date:	Timescale	Lead Partner(s)
1. Developing the Partnership	Establish Community Justice Glasgow partnership within new Community Planning Partnership (CPP) arrangements	Communication Service and Resource Alignment	Partners plan and deliver services in a more strategic and collaborative way	Ongoing	Short-term	GCC
	Develop Community Justice Glasgow Action Plan and Performance Framework in alignment with new CPP arrangements	Communication Service and Resource Alignment	Partners plan and deliver services in a more strategic and collaborative way	April 2017	Short-term	All
	CJG will integrate GCPP community engagement approaches	Communication	Communities improve their understanding and participation in Community Justice	Ongoing	Medium-term	All
2. Effective Information Sharing	Review Existing Information Sharing Arrangements and established Agreements Develop a communications strategy.	Service and Resource Alignment Communication Prevention	Partners plan and deliver services in a more strategic and collaborative way	May 2017	Medium-term	All
3. Joint Commissioning Strategy	Develop Joint Commissioning Strategy	Service and Resource Alignment	Partners plan and deliver services in a more strategic and collaborative way	Ongoing	Long-term	All
4. Embed Victim's Voice	Communicate with victims of crime about prosecution processes, scale and structures of justice system.	Victims Communication	People have better access to the services they require	Ongoing	Medium-term	VSS COPFS Police

Objective(s)	Activities - What are we going to do	Primary links to Priority Themes:	Performance framework outcome:	Start Date:	Timescale	Lead Partner(s)
5. Instigate and develop Early and Effective Interventions in Justice Systems	Collate evidence and learning from the Reducing Reoffending Change Fund Public Social Partnerships and integrate into commissioning planning and service planning	Service and Resource Alignment Prevention Building protective factors Communication Throughcare	Partners plan and deliver services in a more strategic and collaborative way	Ongoing	Long-term	All
	Continue to develop Clean Slate project on rolling up charges/ warrants during sentences	Throughcare Communication Service and Resource Alignment	Partners plan and deliver services in a more strategic and collaborative way	Ongoing	Medium-term	One Glasgow
	Identify and promote robust alternatives to remand	Communication Prevention	Effective interventions are delivered to prevent and reduce the risk of further offending	Ongoing	Medium-term	GWGWO Partners
	Develop strategic plan to enhance community sentencing options	Service and Resource Alignment Building protective factors Communication	Partners plan and deliver services in a more strategic and collaborative way	Ongoing	Long-term	All
	Develop new models for use of Electronic Monitoring	Service and Resource Alignment Prevention Building protective factors Communication Throughcare	Partners plan and deliver services in a more strategic and collaborative way	Ongoing	Long-term	All
6. Improve Health & Wellbeing – Knowledge and Learning	Develop new approaches built on existing models with Greater Glasgow and Clyde NHS and NHS Health Scotland	Communication Service and Resource Alignment Building Protective Factors	People have access to the services they require, including welfare, health and wellbeing, housing and employability	Ongoing	Long-term	NHS (Community Justice & Health Improvement Strategic Group) Skills Development Scotland

Objective(s)	Activities - What are we going to do	Primary links to Priority Themes:	Performance framework outcome:	Start Date:	Timescale	Lead Partner(s)
7. Develop Recommendations of the Commission on Women Offenders (2012)	Support the work of 218	Women	Effective interventions are delivered to prevent and reduce the risk of further offending	Ongoing	Medium-term	Criminal Justice Social Work
	Continue to support and develop the Tomorrow's Women Justice Centre	Women	Effective interventions are delivered to prevent and reduce the risk of further offending	Ongoing	Medium-term	Criminal Justice Social Work
	Develop women's diversion from prosecution programme	Women Prevention	Effective interventions are delivered to prevent and reduce the risk of further offending	Ongoing	Medium-term	Community Safety Glasgow Criminal Justice Social Work COPFS
	Provide a forum for sharing learning about and planning services for women – Glasgow Working Group on Women and Offending (GWGWO)	Women Communication Prevention	Partners plan and deliver services in a more strategic and collaborative way	Ongoing	Short-term	GWGWO Partners
8. Address Addiction Issues for Criminal Justice Service Users	Directly engage with Alcohol and Drug Partnership	Building Protective Factors Resource and Service Alignment Communication	People have access to the services they require, including welfare, health and wellbeing, housing and employability	April 2017	Medium-term	All
9. Champion Learning and Implement Pathways to Learning	Directly engage with Community Learning and Development Plan	Building Protective Factors Resource and Service Alignment Communication	People have access to the services they require, including welfare, health and wellbeing, housing and employability	Ongoing	Medium-term	Glasgow Life Skills Development Scotland

Objective(s)	Activities - What are we going to do	Primary links to Priority Themes:	Performance framework outcome:	Start Date:	Timescale	Lead Partner(s)
10. Continue to promote and Improve Employability Pathways	Develop and monitor pathways for prison leavers into employability and work opportunities	Throughcare Building Protective Factors	People have access to the services they require, including welfare, health and wellbeing, housing and employability	Ongoing	Long-term	All
	Develop volunteer opportunities for those leaving the justice system	Building Protective Factors	People have access to the services they require, including welfare, health and wellbeing, housing and employability	Ongoing	Medium-term	GCC Criminal Justice Social Work  Community Safety Glasgow  Volunteer Glasgow
	Develop social economy opportunities	Building Protective Factors	People have access to the services they require, including welfare, health and wellbeing, housing and employability	Ongoing	Medium-term	Glasgow Social Enterprise Network  Social Firms Scotland  Skills Development Scotland
11. Engage with Housing Providers to find suitable accommodation	Work with housing providers to develop an integrated approach to securing/maintaining accommodation for individuals with convictions	Building Protective Factors  Throughcare	People have access to the services they require, including welfare, health and wellbeing, housing and employability	Ongoing	Long-term	Criminal Justice Social Work  Scottish Prison Service  Homelessness Services  RSLs /other housing providers
12. Support Families affected by the Justice System	Support development of the 'Croft' visitor centre at HMP Barlinnie	Families	People have access to the services they require, including welfare, health and wellbeing, housing and employability	Ongoing	Medium-term	The Croft  Scottish Prison Service

Objective(s)	Activities - What are we going to do	Primary links to Priority Themes:	Performance framework outcome:	Start Date:	Timescale	Lead Partner(s)
I3. Engage service users as citizens, at the heart of service planning, structure and delivery	Develop a service user engagement strategy for the Community Justice partners – ensuring that those with a diverse background have an equal voice – directly linked to CPP Community Engagement Standards	Service User Voice Communication	Communities improve their understanding and participation in Community Justice	Ongoing	Medium-term	All

Acronym	Full Name
GCC	Glasgow City Council
GCJA	Glasgow Community Justice Authority
CJG	Community Justice Glasgow
CJOIP	Community Justice Outcomes Improvement Plan
CJS	Community Justice Scotland
CJVSF	Criminal Justice Voluntary Sector Forum
GCPP	Glasgow Community Planning Partnership
LOIP	Local Outcomes Improvement Plan
NHS	National Health Service
OPI	Outcomes and Performance Improvement
COPFS	Crown Office Procurator Fiscal Service
VSS	Victim Support Scotland
CJSW	Criminal Justice Social Work
CPO	Community Payback Order
SWS	Social Work Scotland
DTTO	Drug Treatment and Testing Order
MAPPA	Multi-Agency Public Protection Arrangements