

COMMUNITY JUSTICE OUTCOMES

IMPROVEMENT PLAN (2018 – 2023)



GLASGOW COMMUNITY
PLANNING PARTNERSHIP
Community
Justice Glasgow

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I am pleased to present our Community Justice Outcomes Improvement Plan, 2018 to 2023, on behalf of the Glasgow Community Justice partners, Community Justice Glasgow. This is our commitment to improvements and to a preventative focus for justice in the city. We want to reduce crime and the number of victims in Glasgow, but we also want to support a fairer and more equal society where individuals' opportunities are improved and public resources are used effectively and efficiently.

We are now one year into new arrangements for Community Justice in Glasgow. Our first plan, launched in April 2017, was for one year, to allow us to work with partners and with communities, to develop our actions. Community Justice Glasgow's Vision and Priorities have not changed from that initial plan, highlighting the relevance of what we set out a year ago, and establishing the importance that we now set out a 5 year commitment to that Vision and our Priorities.

Reoffending in Glasgow directly costs our public purse in excess of £580 million per year. Glasgow faces unique challenges in Scotland, with higher than average levels of offending. Glasgow is also well rehearsed in its practice of rising to unique challenges, responding constructively and collaboratively. Our public partners are resilient and we have a track record of providing efficient and effective services.

We will always support firm responses to crime, but we will also use evidence based approaches, and safeguard community interventions which reduce and prevent reoffending.

We will also always listen to communities, including those who experience crime and those convicted of an offence, ensuring they are active in shaping the future. It is the voices of Glasgow's communities which will steer us in delivering this plan.

Last year we established robust new arrangements for Community Justice. Community Justice Glasgow have many achievements from our first year of operation (page 19) which have brought significant benefits to Glasgow. On behalf of the local, Glasgow Community Justice partners, I commit this ambitious five year 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.

Bailie Glenn Elder

Chair of the Safe Glasgow Group

1st April 2018

COMMUNITY JUSTICE GLASGOW



Glasgow Community Planning Partnership (GCPP) brings together public agencies, the third sector, and the private sector, to work to improve the city, its services, and the lives of people who live and work here. The Community Empowerment (Scotland) Act in 2015 requires the Partnership to publish a plan that sets out our shared priorities for the city, where we plan to make improvements and over time show that we have made these improvements. This document sets out the priority and focus areas from October 2017 onwards.

This document and supporting information can be found online at:

www.glasgowcpp.org.uk/communityjustice

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



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.

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 (CJG) - the delivery arrangements for Community Justice –was enhanced by third sector involvement throughout the transition process and will continue in this new/updated model. We will continue to support direct engagement with communities, families and individuals using justice services, through direct linkages in our local model with Glasgow Community Planning Partnership (GCPP).

A CJG team was established in 2017, hosted by Glasgow City Council (GCC) and resourced collectively by partners. A co-ordinated approach with shared responsibility underpins this new/updated model in Glasgow. We have ensured that the positive direction of travel, outcomes and good practice achieved by Glasgow Community Justice Authority (GCJA) are continually integrated.

CJG operates within an integrated approach, working with both local and national partners and taking into account relevant policy and legislative influences. The following local plans and strategies form our primary drivers:

- Glasgow City Alcohol and Drug Partnership Prevention and Recovery Strategy 2017-20
- Glasgow City Council Strategic Plan 2017-22
- Glasgow City HSCP Strategic Plan 2016-19
- Glasgow Community Plan
- Glasgow's Housing Strategy 2017-22
- Glasgow Health & Social Care Partnership Homelessness Strategy 2015-20
- Glasgow's Housing Strategy: 2016 update
- Glasgow's Youth Justice Strategy 2013-15
- SFRS Local Fire and Rescue Plan for Glasgow City 2018
- Police Scotland Glasgow City Local Policing Plan 2017-20
- Glasgow Community Learning and Development Plan 2015-18
- Glasgow City Choose Life Action Plan
- Glasgow Health & Inequality Commission Report 2018
- Greater Glasgow & Clyde NHS A Five-year Strategy for Adult Mental Health Services in Greater Glasgow & Clyde: 2018-23 (Consultation not yet published)

National Drivers:

- A Plan for Scotland 2017-18
- Better Health Better Lives for Prisoners
- Changing Scotland's Relationship with Alcohol: A Framework for Action
- Commission on Women Offenders
- Community Empowerment (Scotland) Act 2015
- Community Justice (Scotland) Act 2016
- Equality Act 2010
- Getting it Right for Every Child Policy Update 2017
- Justice in Scotland Vision & Priorities 2017-20
- Mental Health in Scotland – a 10 year vision
- National Performance Framework
- Offending by Young People – A Framework for Action
- Police Scotland Annual Police Plan 2017-18
- Preventing Offending – Getting it Right for Children & Young People
- Scottish Government Suicide Prevention Strategy 2013-16
- SFRS Strategic Plan 2016-19
- SPS Corporate Plan 2017-20
- The Road to Recovery: A New Approach to Tackling Scotland's Drug Problem
- Whole System Approach for Young People Who Offend

The Community Justice (Scotland) Act 2016 requires statutory partners in Community Justice to publish a Participation Statement on their engagement with third sector and communities as part of the community justice planning process, in addition The Community Empowerment (Scotland) Act 2015 has a specific focus on promoting effective engagement and participation, to help communities achieve greater control and influence in the decisions and circumstances that affect their lives and in shaping responses.

In accordance with legislation:

- we have carried out a number of activities to facilitate engagement and participation in the development of the plan on the next page outlines some of this work;
- we have developed a Strategy for Purposeful Engagement underpinned by the National Standards for Community Engagement;
- we have utilised learning from Tomorrow's Women Glasgow's study – 'Participation in Services for People Involved in the Criminal Justice System' to inform our approach to participation;
- we have agreed a mechanism for continuous engagement with Third Sector organisations delivering services to people with convictions; and
- We will develop a series of one year action plans, with embedded evaluation, in order to understand and continually improve the impact of our engagement work.

Our Strategy for Purposeful Engagement has been developed in conjunction with wider Glasgow Community Planning Partnership priorities and mechanisms and specifies:

- Who – the communities we will engage with;
- What – the levels of engagement and participation;
- Why – putting communities, whose experience makes them best placed to deal with the issues that they face, at the heart of providing a response;
- How – methods of engagement & mechanisms; and
- When – yearly Action Plans aligned with implementation of the CJOIP.

PARTICIPATION STATEMENT

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

In preparing and informing the Plan, we carried out a number of engagement activities, these included:

- In preparing this plan, we undertook a review of CJG. This review was informed and guided through engagement with of a wide range of partners, including all statutory partners, the local Third Sector Interface and a number of individual Third Sector partner organisations, and service users from a number of our local Community Justice front-line services.
- One of the main tools used to engage partners was the Partnership Checklist, originally designed by the Improvement Service to evaluate Community Planning Partnerships, and amended to suit the evaluation of CJG. This checklist took the form of an extensive questionnaire including both tick-box and text response questions. Engagement levels were very high, with every organisation represented on the Transition Working Group completing this, and others including the Third Sector Interface for Glasgow. This provided extensive and detailed information on which to make recommendations for the future work and format of the partnership and to inform our plans for the next 5 years.
- In order to assess service user views a brief questionnaire was developed and was completed by a number of service users across three of our Community Justice services. These provided a valued insight on how partnership working across the city has impacted upon those using our services and demonstrated that multiple services are involved in providing holistic services for people in the city.
- Wider Third Sector view were also obtained through a questionnaire which was sent along with a briefing on CJG to all members of the Third Sector Forum. While the response rate was not high, there was a wide range of organisations represented, and all demonstrated an awareness of CJG. Comments were positive and there was a keen desire to link further with our work, and recommendations have been made to reflect this in the review.
- Using an 8 point co-production scale, we undertook a mapping exercise of all of our partnership's commissioned services and other close partners delivering services for people with convictions. The scale ranged from no co-production/participation - where citizens are NOT involved in the creation of the service, to full co-production/participation - where there is an equal relationship between people who use the service and the people responsible for the service, working together from design to delivery.
- To engage with the political system in the city, briefing sessions with the local Elected Members were arranged, to increase knowledge, awareness and participation in Community Justice.
- An event to recognise the contribution made to Community Justice by Unpaid Work personal placement providers for those completing Community Payback Orders was arranged. This event also raised awareness of Community Justice in the city, and will contribute to recruiting new personal placement providers to increase participation in justice services.

- The 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. This group has continued to meet 4-weekly throughout our first year of establishment to ensure smooth progress in establishing the new model. Subgroups have been established, including a Performance Subgroup, which has developed the Performance Framework for the city. This group will also inform this CJOIP and continues its work engaging all stakeholders and establishing our annual reporting framework.
- Additional forums were also established, including the One Glasgow Provider's Forum and the Unpaid Work Providers Forum, to establish sharing and learning networks across the city, and increase participation with CJG, informing and influencing our work.
- Ongoing engagement and one to one meetings with wider provider organisations has taken place, with CJG acting as a conduit to link organisations and establish more joined up working, and increase participation in our work.
- Links have been made with Community Justice Scotland, who have attended some of our Transition Working Group meetings and engaged in dialogue to keep national and local communication mechanisms live.
- A social media presence has been established to engage with and inform as wide a network as possible.
- We have worked with the Criminal Justice Voluntary Sector Forum Strengthening and Engagement Project which continues to support Glasgow in its work with the third sector.

Engagement with partners will continue in the next 5 years of the Community Justice arrangements in Glasgow.

Equalities, Human Rights and 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 completed the equalities screening process using the GCC Equalities Screening Tool.

Community Engagement Standards

We will use the National Standards for Community Engagement 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 Outcome Improvement Plan (LOIP) and the Community Justice Outcome Improvement Plan (CJOIP). Following CJG's initial one-year plan, this new / updated 5 year plan 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 is aligned to GCPP structures. Community Justice is also 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 will be 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 Glasgow 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.

UNDERSTANDING THE GLASGOW CONTEXT

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:

- Glasgow Sheriff Court is the busiest court in Europe.
- GCC Criminal Justice Social Work prepared over 4,000 reports in 2016/17 to support background sentencing and supervised over 2000 community orders made by the court in 2017/18.
- 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 their very short their 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 £580 million per year.

This Community Justice Outcome 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; and
- 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 affected by offending have equal opportunity to thrive.



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



Building on Existing Good Practice

To inform the first CJOIP for 2016/17, early consultation events with partners helped identify the Community Justice focus for Glasgow. To facilitate discussion, four broad commitments were identified prior to the events:

- tackling inequalities;
- ensuring a person-centred approach;
- establishing effective partnerships; and
- building safer communities.

A wide range of views were represented at the consultation events, however a few interdependent 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. Partners agreed that these themes are still as relevant to the Glasgow context now, and we will continue to focus on these to inform the successful delivery of our vision. These themes are presented over the page.

PRIORITIES

- **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 the 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.



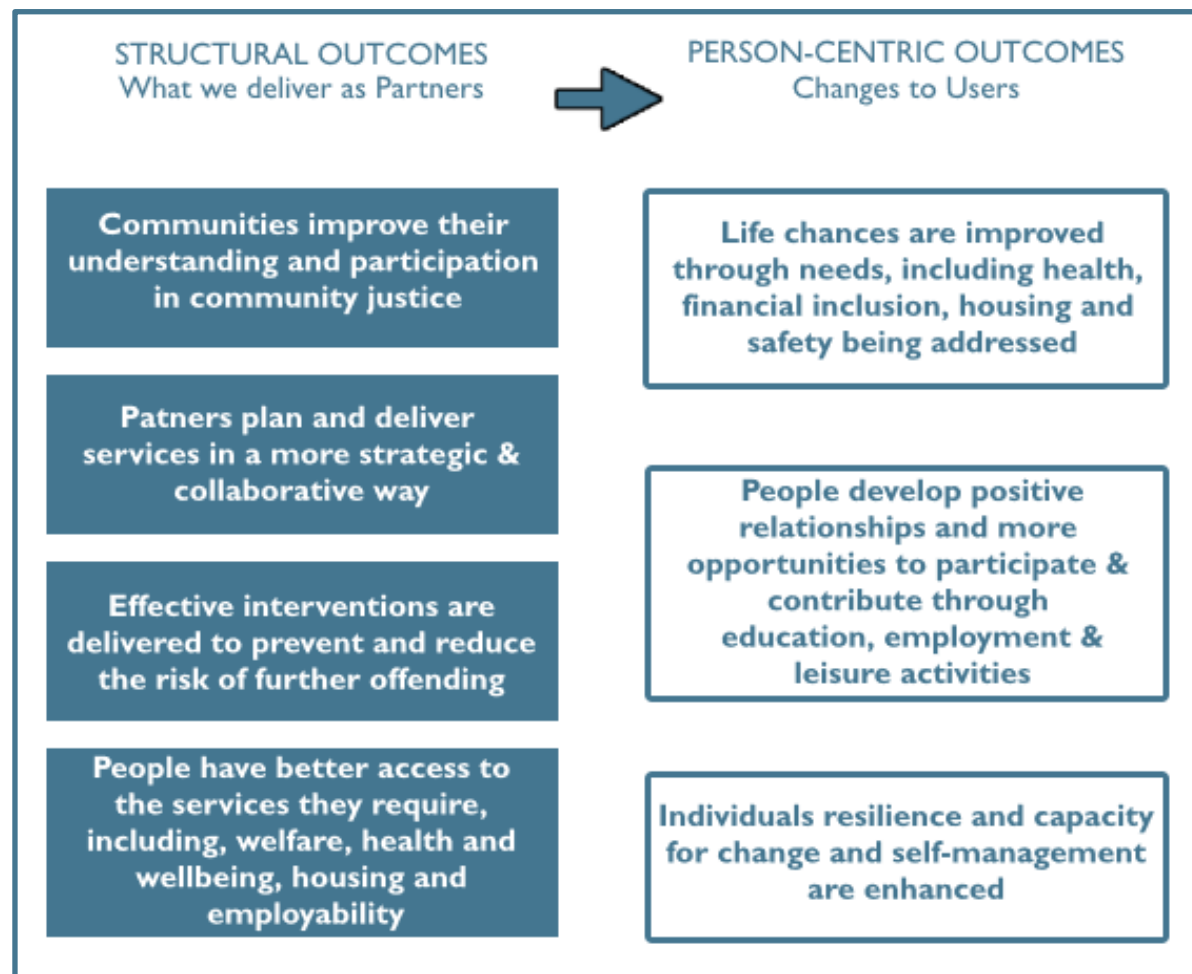
- **Families** – We will ensure all new developments reflect the impact on families, and build on the resilience opportunities of a supportive family setting.

- **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 in Figure below.



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 at this time. These excluded indicators are shown in Appendix 3, along with the reasons why they are excluded.

An Action Plan for the year 2018/19 has been prepared, and the headlines of the Action Plan are captured below (starting on p. 19 "Snapshot of Our Activity"). This snapshot is indicative of some of the work we will be carrying out in 2018-19 but is by no means exhaustive, and we will continue to develop our action plan and respond to issues as they arise. The action plan will inform our main activities, and in addition to regular updates, it

will be fully revised on an annual basis, informed by our engagement with partners and stakeholders. Our Strategy for Purposeful Engagement will drive our approach to participation and engagement in line with Community Justice and Community Empowerment legislation and ensure that the CJOIP supports delivery of the Glasgow Community Plan. CJG will also prepare and make public an Annual Report at the end of each year. Legislation also requires our Annual Report to be presented to CJS, for comment and support, providing an external source of scrutiny.

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

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

”

SNAPSHOT OF OUR ACTIVITY

Snapshot of Activity in 2017-18 & Areas of Focus Going Forward (Action Plan 2018-19)			
Key Delivery Activity	Priority Theme & Performance Outcome	What has this achieved - Progress 2017-18	Our Planned Actions and Activity for 2018-19
Objective 1 - Developing the Partnership			
The CJG Team has worked to establish and align Community Justice Glasgow (CJG), and One Glasgow (OG) Reducing Offending (12-25) Workstream, within new Community Planning Partnership (CPP) arrangements. Regular, well attended meetings have taken place with all partners given the opportunity to input to and influence the direction of travel and work of CJG.	Communication and Resource Alignment Partners plan and deliver services in a more strategic and collaborative way	Embedded collaboration across the partnerships (CJG, CPP, OG) leading to increased knowledge and understanding of priorities and Improvements in the strategic targeting of resources	We will implement the recommendations of the Review of CJG to ensure that the learning is utilised to drive continuous improvement
A CJG Action Plan and accompanying Work Plan has been developed (April 2017) with regular CJG/OG Team Meetings in place to monitor progress. Individual actions are regularly reported to the CJG Transitions Working Group with recommendations for consideration and agreement by partners.		Increased opportunity for participation and decision making leading to increased knowledge and understanding of Community Justice	We will develop a revised Action Plan and Work Plan, informed by the priorities set out in the CJOIP 2018-23
A Draft Performance Reporting Framework and supporting local and national performance indicators has been developed in close partnership with a range of stakeholders. The Framework incorporates One Glasgow and is aligned with new Community Planning Partnership arrangements and priorities.		Increased knowledge and understanding of the contribution and impact of services We have an evolved evidence base available to inform future planning	We will consult with partners on the draft, provide regular performance updates to partners , drawing relevant intelligence and planning data from the Framework and consult on improvement action required

Key Delivery Activity	Priority Theme & Performance Outcome	What has this achieved - Progress 2017-18	Our Planned Actions and Activity for 2018-19
The CJG Team play a centralised co-ordinating role within the Partnership. We have provided facilitation, guidance and assistance to a wide range of partners and initiatives during 2017.	<p>Communication and Resource Alignment</p> <p>Partners plan and deliver services in a more strategic and collaborative way</p>	<p>Increased collaborative partnership working</p> <p>Increased knowledge and understanding of the delivery environment</p> <p>Increased opportunities to bring additional financial resource into the City</p>	We will continue with this work and identify new opportunities to support collaborative working, and look to bring resources into the City
Objective 2 - Effective Information Sharing			
We have reviewed existing Information Sharing arrangements and established Agreements.	Service and Resource Alignment Communication Prevention	We have applied the use of Shared Information Systems within service delivery	We will continue to evolve the existing Information Sharing Agreements
<p>We have consulted on, developed and implemented a CJG Communication Strategy and Action Plan for 2017-18 (transition period).</p> <p>We have tested and evaluated communications including Social Media, regular briefings and our Twitter footprint.</p>	Partners plan and deliver services in a more strategic and collaborative way	We have a clear partnership strategy to build a shared understanding and commitment	<p>We will review the Strategy and refresh in line with the new CJOIP for 2018-23</p> <p>We will develop an Action Plan for implementation over 2018-19 including development of CJG and OG websites</p>

Key Delivery Activity	Priority Theme & Performance Outcome	What has this achieved - Progress 2017-18	Our Planned Actions and Activity for 2018-19
Objective 2 Continued - Effective Information Sharing			
The One Glasgow Hub has worked with the Scottish Prison Service to develop information sharing products to support the delivery of the Throughcare Support Officers (TSO) Programme and is now producing offending tracking reports to support early and effective intervention.	Communication Prevention Effective interventions are delivered to prevent and reduce the risk of further offending	Learning from the Whole Systems Approach (WSA) has been utilised in the adult system	Over 2018-19 work will continue to agree and embed the process
We established a One Glasgow WSA Providers Forum. The Forum provides a platform to monitor and review WSA and wider service's efficiency and effectiveness. It also provides opportunities to share information and best practice.	Building Protective Factors Resource and Service Alignment Communication Partners plan and deliver services in a more strategic and collaborative way	Increased opportunity for collaboration Increased opportunity to develop and share best practice	We will: <ul style="list-style-type: none"> • continue with this work; • use the recommendations of the process reviews to continually improve
We undertook a performance review of the WSA services and other direct delivery partners. The review recommendations have led to a process review of Youth Justice Forums and Diversion from Prosecution.		Partners have an improved evidence base available	
We have established a Community Payback Order Unpaid Work Provider Forum. The Forum provides a platform to share good practice and collaborate where there is benefit to Service Users. As part of this work, partners have agreed to collect and report on a consistent set of distance travelled, person centred, outcomes for people serving Community Sentences.		Increased opportunity to develop and share best practice Evidence base to monitor and improve the person-centric impact of the services we deliver	We will: <ul style="list-style-type: none"> • continue this work; • use the learning to identify opportunities to provide improved, outcome focussed services to people serving their sentences in communities

Key Delivery Activity	Priority Theme & Performance Outcome	What has this achieved - Progress 2017-18	Our Planned Actions and Activity for 2018-19
Objective 3 - Joint Commissioning Strategy			
Through consultation with partners, we have developed and agreed a Collaborative Commissioning Plan for Glasgow Community Justice Services.	<p>Service and Resource Alignment</p> <p>Partners plan and deliver services in a more strategic and collaborative way</p>	<p>Increased partner awareness / knowledge and understanding of a complex delivery environment</p> <p>Partners have increased information and evidence available to inform decision making in relation to spending and resource capacity</p>	<p>We will:</p> <ul style="list-style-type: none"> • continue to review factors which will influence trajectories • Review the findings of the resource mapping exercise and consider its update • assess resource implications of national directives/policies • provide local response and action planning as required; and • continue conversations at a national level on proposals and developments
Objective 4 - Embed Victim's Voice			
<p>We have undertaken a review of Community Justice Glasgow which highlighted the need to link more with victims.</p> <p>The Summary of Community Options and Community Payback Requirements was widely disseminated in Q3 2017/18.</p>	<p>Victims Communication</p> <p>People have better access to the services they require</p>	<p>Evidence base to strengthen links</p> <p>Increased partner awareness / knowledge and understanding of Community Options and Community Payback Requirements</p>	<p>VSS will present to a future Transition Working Group to share information and best practice</p> <p>We will strengthen our relationships with Victim Support partners</p>

Key Delivery Activity	Priority Theme & Performance Outcome	What has this achieved - Progress 2017-18	Our Planned Actions and Activity for 2018-19
Objective 5 - Instigate and develop Early and Effective Interventions in Justice Systems			
We have collated evidence and learning from the Reducing Reoffending Change Fund Public Social Partnerships and through consultation with partners, developed and agreed an integrated, Collaborative, Commissioning Plan for Glasgow Community Justice Services.	Service and Resource Alignment Prevention Building protective factors Communication Throughcare Partners plan and deliver services in a more strategic and collaborative way	Increased partner awareness / knowledge and understanding of a complex delivery environment Partners have increased information and evidence available for informed decision making	We will: <ul style="list-style-type: none"> • assess resource implications of national directives/policies • provide local response and action planning as required
We have continued to work with partners to develop and improve the Clean Slate project on proactive identification and rolling up of warrants during custodial sentences (Phase 1). Phase 2 includes an opt-in testing phase for outstanding charges and complaints and the age range extending beyond One Glasgow's (12-25) remit into the adult system.	Throughcare Communication Service and Resource Alignment Partners plan and deliver services in a more strategic and collaborative way	Increased incentives for prisoners to engage with service providers in custody Reduction in duplication, time and resource	We will: <ul style="list-style-type: none"> • Continue to deliver and evaluate phase 1; • Embed the Communication Plan; • Evaluate testing of Phase 2; • Use the learning to inform future development, • Develop a cost/benefit analysis.
We have developed a strategic plan to enhance community sentencing options	Building Protective Factors Communication Partners plan and deliver services in a more strategic and collaborative way	Partners have increased information and evidence available to inform decision making in relation to spending and resource capacity	We will: <ul style="list-style-type: none"> • Continue to develop Collaborative Commissioning • Continue to monitor the use of custody and explore opportunities to develop better policy and practice to reduce use of custody

Objective 5 Continued - Instigate and develop Early and Effective Interventions in Justice Systems			
We have developed an evidence base around remand. As a result Crown Office & Procurator Fiscal Services agreed remand as a local priority.	<p>Communication Prevention</p> <p>Effective interventions are delivered to prevent and reduce the risk of further offending</p>	<p>Increased partner awareness / knowledge and understanding of issues surrounding remand and the impact on individuals and services</p> <p>We have an evolved evidence base to inform future planning</p>	<p>We will:</p> <ul style="list-style-type: none"> • Continue to monitor use of remand and report to partners • work with COPFS to promote alternatives to remand • continue to develop and support services established to reduce use of remand • share learning and improve outcomes for women • Continue to work to increase confidence in alternatives to custody and improving outcomes for individuals
The Glasgow Women's Supported Bail Service was developed and implemented to support women who would normally be remanded in custody to remain in the community.	<p>Building Protective Factors</p> <p>Communication Service and Resource Alignment</p>	<p>Improved outcomes for women who would previously have been remanded in custody</p> <p>Increased opportunity to develop and share best practice</p>	
The CPO Support Service was developed to support people at risk of breaching the conditions of their Community Payback Order.	<p>Partners plan and deliver services in a more strategic and collaborative way</p>		

Key Delivery Activity	Priority Theme & Performance Outcome	What has this achieved - Progress 2017-18	Our Planned Actions and Activity for 2018-19
Objective 5 Continued - Instigate and develop Early and Effective Interventions in Justice Systems			
<p>We worked with partners and wider stakeholders to build an evidence base and test priorities to inform a Project Initiation Document (PID) and proposal to Scottish Government to deliver an Electronic Monitoring (EM) demonstration project.</p> <p>The proposal was not accepted for funding.</p>	<p>Service and Resource Alignment Prevention Building Protective Factors Communication Throughcare</p> <p>Partners plan and deliver services in a more strategic and collaborative way</p>	<p>Increased partner awareness / knowledge and understanding of developments around EM</p> <p>Partners have increased information and evidence available to inform considerations to further this work in Glasgow</p>	<p>We will continue to seek out opportunities to reduce custodial use where appropriate alternatives are available</p>

Key Delivery Activity	Priority Theme & Performance Outcome	What has this achieved - Progress 2017-18	Our Planned Actions and Activity for 2018-19
Objective 6 - Improve Health & Wellbeing – Knowledge and Learning			
We undertook an evidence review exploring the links between Mental Health Strategy in Glasgow and the delivery arrangements for the CJOIP priorities. The review highlighted the need to make stronger strategic links. The evidence and findings have been utilised as the basis to seek representation on the Glasgow City Mental Health Strategy Group. At time of writing a response has not yet been received.	Communication Service and Resource Alignment Building Protective Factors People have access to the services they require, including welfare, health and wellbeing, housing and employability	Increased partner and wider stakeholder awareness/ knowledge and understanding of Mental Health strategy and delivery in Glasgow	We will use the findings to explore opportunities to develop better policy and practice and improve outcomes for this community
CJG contributes to the work of the NHS GG&C Community Justice and Health Improvement Strategy Group		Increased influence around strategic health improvement decisions that influence service delivery	We will continue to support and influence the work of this group
The CJG Team and partners have supported the development and Steering of Constructive Connections – A research project for NHS Greater Glasgow & Clyde exploring the impact of parental involvement in the justice system on children and young people. Findings of the research are due to be launched in May 2018.	Effective interventions are delivered to prevent and reduce the risk of further offending	Increased opportunity for CJG Partners to influence health improvement and support delivery Improved knowledge and understanding of the needs of children impacted by parental involvement in the justice system (an early indication of findings)	We will use the findings and support NHS Health Improvement to explore opportunities to develop better policy and practice and improve outcomes for this community

Key Delivery Activity	Priority Theme & Performance Outcome	What has this achieved - Progress 2017-18	Our Planned Actions and Activity for 2018-19
Objective 7 - Develop Recommendations of the Commission on Women Offenders (2012)			
We have developed a women's diversion from prosecution programme. Progress bid currently at the final stage of assessment for the Big Lottery Early Action System Change for a partnership initiative to change the way we deliver women's justice services in Glasgow.	Women Prevention Effective interventions are delivered to prevent and reduce the risk of further offending	Increased knowledge and understanding of issues for women involved in offending	Progress programme if funding is in place, Continue to progress this way of working,
We have continued the work of 218. This service is a member of the GWGWO and provides regular update reports to the group.		Increased knowledge and understanding of the impact of service delivery and the issues for women involved in offending	Continue to raise awareness locally and nationally of the issues affecting women in the justice system and inform service delivery.
We have continued to support and develop the Tomorrow's Women Justice Centre - The One Glasgow Hub has worked with TWG to develop information sharing products to support the delivery of the multi-agency service.		Increased collaborative partnership working	Continue to work with 218, providing support and sharing learning outcomes
		TWG have access to additional data resulting in better informed decision making and improved targeting of resources	This work will continue and will enable TWG to utilise offending data in the form of exception reports to better inform decision making and further improve targeting of resources

Key Delivery Activity	Priority Theme & Performance Outcome	What has this achieved - Progress 2017-18	Our Planned Actions and Activity for 2018-19
Objective 7 Continued - Develop Recommendations of the Commission on Women Offenders (2012)			
We have facilitated the forum for sharing learning about and planning services for women – Glasgow Working Group on Women and Offending (GWGWO).	<p>Women Communication Prevention</p> <p>Partners plan and deliver services in a more strategic and collaborative way</p>	<p>Increased knowledge and understanding of issues for women involved in offending</p> <p>Increased collaborative partnership working</p>	Continue collaborative working to improve outcomes for women in justice services
We have worked with SPS on the development of first women's Community Custodial Unit. SPS have liaised and worked with the GWGWO to update partners on these developments. Advice sought and provided given on best way to advise community, local ward members and partners. Events held and further planned for this purpose.	<p>Women Communication Prevention</p> <p>Partners plan and deliver services in a more strategic and collaborative way</p>	<p>Increased Collaborative partnership working</p> <p>Increased knowledge and understanding of issues for women involved in offending</p>	Continue to work with SPS to influence and inform the development of the Women's Community Custodial Unit
Objective 8 - Address Addiction Issues for Criminal Justice Service Users			
We have directly engaged with the Alcohol and Drug Partnerships.	<p>Building Protective Factors Resource and Service Alignment Communication</p> <p>People have access to the services they require, including welfare, health and wellbeing, housing and employability</p>	<p>Increased knowledge and understanding of addiction issues</p> <p>Increased opportunity for collaboration and to improve outcomes for people with lived experience</p>	Continue to link with ADP sub-groups and use the learning from this to improve service delivery and joint working opportunities

Key Delivery Activity	Priority Theme & Performance Outcome	What has this achieved - Progress 2017-18	Our Planned Actions and Activity for 2018-19
Objective 9 - Champion Learning and Implement Pathways to Learning			
We have supported the delivery of the first Glasgow Community Learning and Development Plan.	<p>Building Protective Factors Resource and Service Alignment Communication</p> <p>People have access to the services they require, including welfare, health and wellbeing, housing and employability</p>	Increased knowledge and understanding	We will draw the learning of the Community Learning and Development Plan into the CJOIP 2018-23
Objective 10 - Continue to Promote and Improve Employability Pathways			
We have developed city-wide employability networks and linked Justice Employability with wider Health and Social Care Employability Strategic Planning.	<p>Throughcare Building Protective Factors</p> <p>People have access to the services they require, including welfare, health and wellbeing, housing and employability</p>	<p>Increased knowledge and understanding of community justice amongst partners</p> <p>Increased opportunity for collaboration and to improve outcomes for people with lived experience</p>	<p>We will establish a justice specific employability action plan</p> <p>We will work with Glasgow Social Enterprise Network to raise awareness</p>
We have supported Volunteer Glasgow to develop specific volunteering opportunities for individuals with convictions –currently at testing phase.		Increased knowledge and understanding of community justice amongst partners	We will work to establish a specific volunteering project

Key Delivery Activity	Priority Theme & Performance Outcome	What has this achieved - Progress 2017-18	Our Planned Actions and Activity for 2018-19
Objective 10 Continued - Continue to Promote and Improve Employability Pathways			
<p>We have established a Social Enterprise/Prison Action Plan, targeting opportunities for individuals in custody or leaving custody.</p> <p>We continue to support and expand specific Social Enterprises and their boards who are providing services for individuals with convictions.</p>		<p>Increased knowledge and understanding of community justice amongst partners</p> <p>Increased opportunity for collaboration and to improve outcomes for people with lived experience</p>	<p>We will continue to support social enterprises which provide employability and employment opportunities for individuals with convictions</p> <p>We will establish a workplan to link social enterprises with community based justice services</p>
<p>One Glasgow partners committed to a review of STARS - the community re-integration service for young people in custody in HMYOI Polmont returning to Glasgow and explored additional provision through a 3rd Sector Provider.</p>		<p>Increased opportunity to offer a wider range of services to meet individual needs around employability</p> <p>Increased resources available to the City</p>	<p>We will use the finding to explore opportunities to develop better policy and practice and improve outcomes for this community</p>

Key Delivery Activity	Priority Theme & Performance Outcome	What has this achieved - Progress 2017-18	Our Planned Actions and Activity for 2018-19
Objective 11 - Engage with Housing Providers to find suitable accommodation			
We have worked with housing providers to develop an integrated approach to securing/maintaining accommodation for individuals with convictions.	<p>Building Protective Factors Throughcare</p> <p>People have access to the services they require, including welfare, health and wellbeing, housing and employability</p>	<p>Increased collaborative partnership working</p> <p>Increased partner awareness / knowledge and understanding of a complex delivery environment</p>	<p>Maintain links with housing providers and homelessness service, increasing opportunities for greater joint working.</p> <p>Include shared information on housing issues in court reports and among Sheriffs to increase their awareness of such initiatives.</p>
Objective 12 - Support Families affected by the Justice System			
<p>We have continued to support the development of The Croft - HMP Barlinnie Visitor Support and Advice Centre.</p> <p>In June 2017 we provided CJG Partners with an overview and update on developments to support families affected by the Justice System.</p>	<p>Families</p> <p>People have access to the services they require, including welfare, health and wellbeing, housing and employability</p>	<p>Increased partner and wider stakeholder awareness/ knowledge and understanding of the agenda and its wider impact on reducing re-offending</p> <p>Increased opportunity to influence developments around supporting families</p>	<p>We will continue to support and influence development of the Croft, monitoring progress against National Prison Visitor Centre Outcomes.</p> <p>We will continue to provide update reports to the CJG partners</p>

Key Delivery Activity	Priority Theme & Performance Outcome	What has this achieved - Progress 2017-18	Our Planned Actions and Activity for 2018-19
Objective 12 Continued - Support Families affected by the Justice System			
We have influenced and supported Glasgow City Health and Social Care partnership's programme of work.	<p>Families</p> <p>People have access to the services they require, including welfare, health and wellbeing, housing and employability</p>	<p>Increased partner and wider stakeholder awareness/ knowledge and understanding</p> <p>Increased opportunity to lessen the long term impact on families</p>	We will continue to work with our Health partners to identify need and support delivery of new developments
The CJG Team and partners have supported the development and Steering of Constructive Connections – A research Project for NHS Greater Glasgow & Clyde exploring the impact of parental involvement in the justice system on children and young people. Findings of the research are due to be launched in May 2018.	<p>Building Protective Factors</p> <p>People have access to the services they require, including welfare, health and wellbeing, housing and employability</p>	<p>Increased opportunity to influence health improvement and support delivery</p> <p>Improved knowledge and understanding of the needs of children impacted</p>	We will use the finding and support NHS Health Improvement to explore opportunities to develop better policy and practice and improve outcomes for this community
Objective 13 - Engage Service Users as Citizens, at the Heart of Service Planning, Structure and delivery			
TWG partners have developed and agreed a Strategy for Purposeful Engagement. The Strategy is integrated with CPP approaches, incorporates the National Standards for Community Engagement.	<p>Service User Voice Communication</p> <p>Communities improve their understanding and participation in Community Justice</p>	We have capitalised on our alignment with CPP arrangements and have a clear partnership strategy to build a shared understanding and commitment and ensure that our communities needs and views influence delivery of Community Justice in Glasgow	<p>We will continue to develop the Action Plan through CJG's Working Groups and wider consultation</p> <p>We will deliver a planned, purposeful programme of engagement over 2018-19</p> <p>We will monitor and report on the impact of activity</p>

A commitment was made to review Community Justice Glasgow during its first year of operation. To aid the structure and content of the review several partnership assessment tools were evaluated to assess their usefulness and applicability to our partnership. The Transition Working Group (TWG) then agreed that the Partnership Checklist, developed by the Improvement Service to assess Community Planning Partnerships, would be the most useful tool. With advice from the Improvement Service this was tailored with the amendments approved by TWG members. Each member of the TWG as well as the Third Sector Forum (TSF) co-ordinator was asked to complete this checklist which included questions assessing the partnership in the following areas:

- Community Engagement and Participation
- Use of Evidence and Outcomes
- Leadership and Partnership
- Governance
- Accountability
- Use of Resources
- Performance Management and Reporting
- Impact

In addition to the Partnership Checklist, a short questionnaire was circulated to Third Sector organisations via the TSF to assess the awareness and participation of the wider Third Sector with CJG, and gain any insight into how this could be improved. Service user views were also sought, and with the help of Tomorrow's Women Glasgow and Turning Point Scotland several service user questionnaires were also received and their content has been reflected in review findings. Some face to face conversations were also carried out with existing partners, and Victim Support Scotland also carried out some scoping and provided evidence which have helped to inform this review.

As this review was carried out by CJG staff, external verification was sought, and the Community Justice Co-ordinator from Stirling Council and the Programme Manager at the Improvement Service offered to evaluate and make recommendations on the review.

Summary of Recommendations

Recommendations have been made in relation to each of the Partnership Checklist headings:

Community Engagement and Participation

- Third Sector Forum will be asked as a standing member of the TWG.
- Enhance links with wider victims groups to inform any work relating to this CJOIP theme.
- Use the existing forum of the Transition Working Group more effectively, encouraging partners to bring updates from their own organisation, sharing relevant information and good practice.
- Wider forums which TWG members attend could also be used more effectively, maximising opportunities to share information and practice that are already in place.
- Continue with events to include third sector partners, following the planned 'Let's Get Local' event, continuing these on an annual basis in recognition of the positive feedback received.

Impact

- Continue with to work with the framework developed locally by the Performance Sub-group.
- Hold specific, annual partnership meetings to review progress and agree priorities for the year ahead.

Use of Evidence and Outcomes

- Align the CJOIP with the Glasgow Community Plan's action plan when it is drafted, and continue to inform this work through attending workshops and any other events that take place.
- Partners continue to contribute to the Performance Sub-group with individual organisations taking the lead for specific indicators. This recommendation also reflects the comments in the **Accountability** section of the Partnership Checklist.

Leadership/Relationships

- It is recommended that the partnership membership is reviewed to include any useful additions to meet any gaps in knowledge and influence identified by partners.
- Alternative formats, such as Skype to be explored to aid attendance and contribution at meetings.

Governance

Further to the recommendation to review the membership of the TWG, it is recommended that the partnership consider appointing leads for specific priority areas, such as the CJOIP themes.

- Governance arrangements should be clarified, with the terms of reference of the partnership reviewed, reflecting the statutory responsibility and explicitly stating the agreement already in place that each partner is responsible for communicating the work of CJG within their own organisation.

Accountability

- The performance framework currently being developed should appoint a lead organisation for each indicator. This would demonstrate the remit of all of the partners in relation to achieving partnership objectives and provide accountability across the whole partnership.

Use of Resources

- Progress the current draft Collaborative Commissioning Strategy to underpin better sharing of resources across the partnership.

Performance Management and Reporting

- The Performance sub-group will continue with its planned reporting framework, while continuing to feed back on the difficulties faced with the national Outcomes and Performance Improvement Framework. Continuing with the planned reporting framework will provide a baseline of data that can be accessed by staff, allowing annual comparisons and progress to be monitored.

Third Sector Feedback

Utilise the communication opportunities of the Third Sector Forum to keep members updated and invite opportunities for involvement in CJG developments.

CONCLUSION

Community Justice Glasgow is committed to reducing re-offending, and by working together and aiming to fulfil the terms of each section of this plan, we anticipate improvements for all involved in the justice system.

We welcome your views and ongoing participation and are happy to discuss any matters specifically, if requested.

“This is our commitment to improvements and to a preventative focus for justice in the city.

We want to reduce crime and the number of victims in Glasgow, but we also want to support a fairer and more equal society where individuals’ opportunities are improved and public resources are used effectively and efficiently - This Plan now sets out a 5 year commitment to that Vision and our Priorities.

We will always listen to communities, including those who experience crime and those convicted of an offence, ensuring they are active in shaping the future. It is the voices of Glasgow’s communities which will steer us in delivering this plan.”

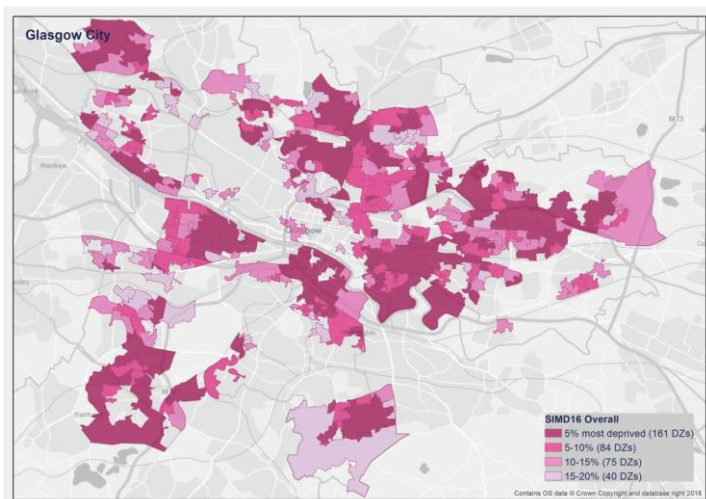
Appendix I | Needs Assessment

Why Building Protective Factors?

Updated 2018

It is important to continue to address the factors which can influence an individual's (re)offending 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.

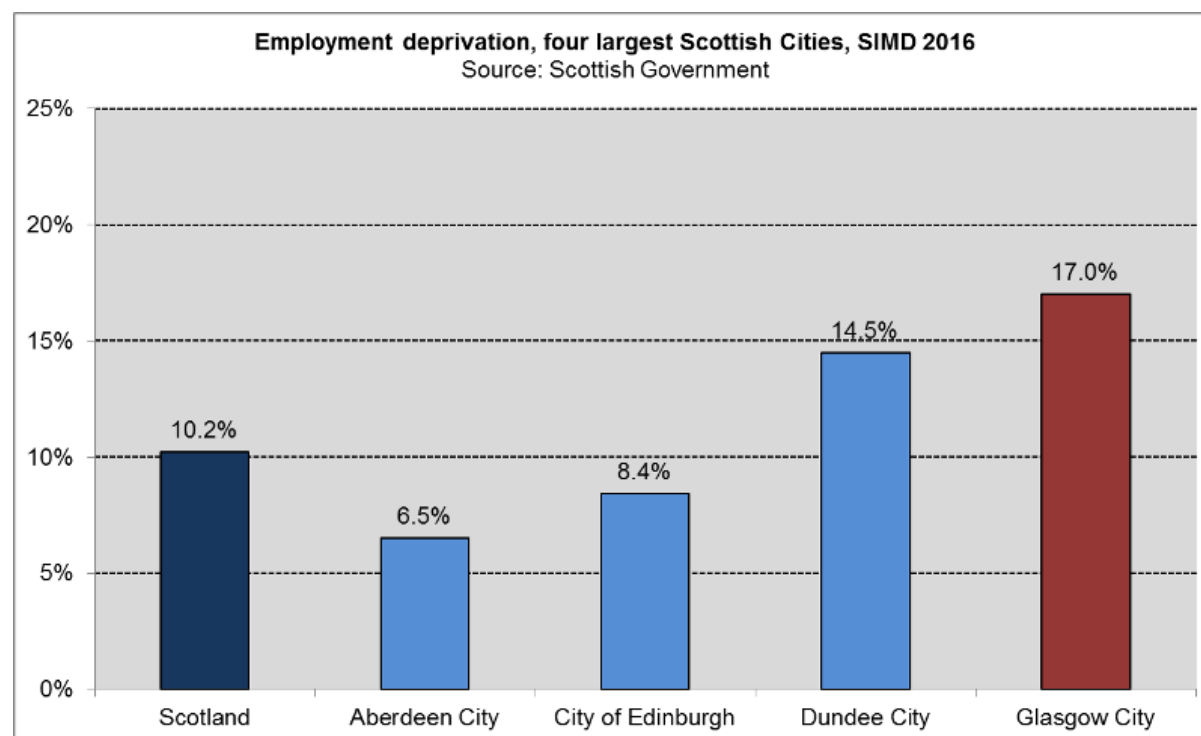
These factors which influence reoffending levels are often inter-dependent and correlate closely with other markers of deprivation. Glasgow has had decreases in the number of data zones in the 15% most deprived areas in Scotland from 41.6% (2009) to 40.2% (2012) however in 2016 Glasgow had 48% of Scotland's 20% most deprived areas in the whole of Scotland. Deprivation continues to be a complex challenge to the city and in 2016 Glasgow data zones accounted for 4 of the top 5 most deprived areas in Scotland which has increased since 2012 (2 out of 5). The graph below highlights the areas of deprivation in Glasgow in 2016. Despite Glasgow having the highest concentrations of deprivation in Scotland, in successive revisions, Glasgow's position relative to other areas has improved. The proportion of Glasgow's data zones in the most deprived decile nationally had dropped from 47% in SIMD 2004 to 32% in SIMD 2016 ([Understanding Glasgow, Trends, 2016](#))



In Glasgow the rate 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 that 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. Also 62.1% of 16-19 year olds reported as unemployed seeking within the annual measure are male."

In 2016, 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 data zone at 31.4%. The chart below shows that Glasgow's employment deprivation rate is 6.8% larger than the rate of employment deprivation in the whole of Scotland.



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/>)

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).

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 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 with convictions may have experienced trauma and be victims and may have difficulties receiving the support they require in prison which suit their needs. Care systems have to be created within and out with 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*).

Opiate Replacement Therapy-ORT Spectrum Disorder which is an issue for many in the Criminal Justice system, in particular those diagnosed with autism and ADHD. Those experiencing this will have to be taken into account more regularly.

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	Yes %	
	2013	2015
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).

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.

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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.

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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 arrangements, 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 helpline 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 explaining 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 that 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.

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Why Prevention?

Updated 2018

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 be used in prevention from custody to a social work team or other service to help with needs. In 2014/15 Glasgow City had 324 diversions from prosecution cases commenced. However there was a decrease of 137 from 2014/15 to 2016/17 (218 in 2015/16 and 187 2016/17). The rate of cases commenced per 10,000 population also decreased from 7.2 (2014/15) to 4.0 (2016/17). This is a decrease from the previous years and is reducing at a higher rate than Scotland as a whole (5.1 cases per 10,000 populations in 2016/17 compared to 4.8 in 2015/16 and 4.0 per 10,000 in Glasgow). Glasgow still has the highest number of people in custody than other local authorities so diversion from prosecution rates are still lower than desired and can be improved. ([Diversion from Prosecution, 2016/17](#))

Cases Commenced					
Glasgow	Referrals	Assessments Undertaken	Number of Cases	Number of Individuals	Cases Successfully Completed
2014 / 2015	680	324	297	297	235
2016 / 2017	597	187	185	185	140

The table above shows the number of diversion from prosecution cases which have been referred, assessed and successfully completed in 2015/16 and 2016/17. It shows that there was a decrease from 2015/16 to 2016/17. 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 that family interventions can also help prevent (re)offending 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 have. 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.

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Scottish Government (2016/17) *Diversion from Prosecution*. Available at: <http://www.gov.scot/Topics/Statistics/Browse/Crime-Justice/Datasets/DP>

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).

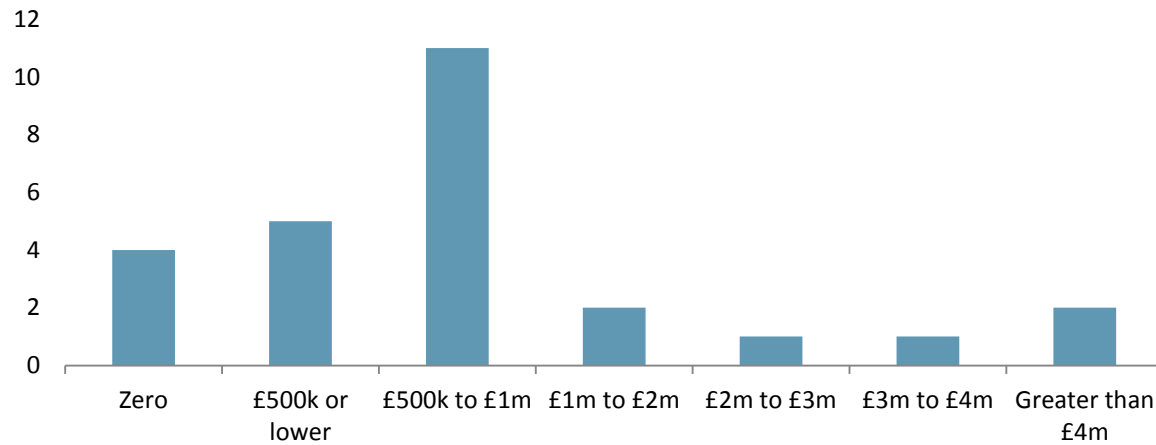
Resources will always be limited, particularly in the current economy. It is fundamental that services work jointly in partnership and share resources as a means to overcome limitations and achieve maximum efficiencies.

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.

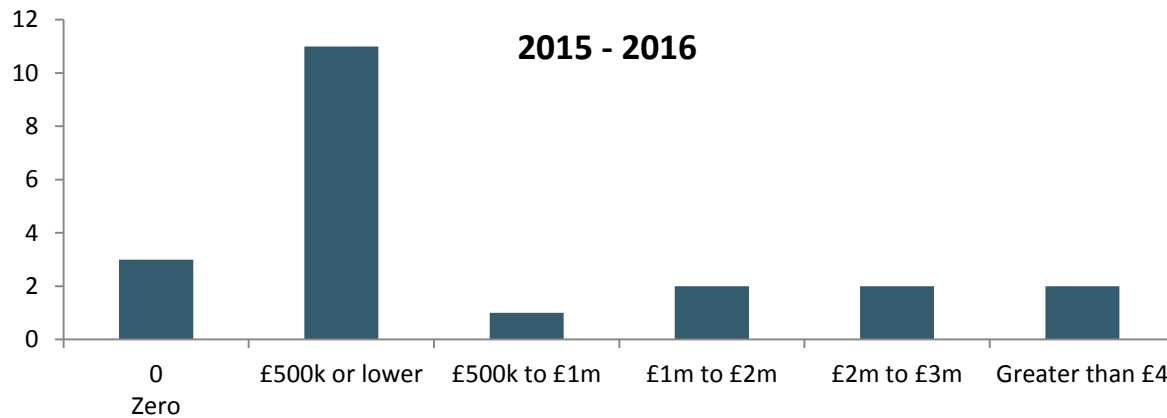
In 2015, Community Planning and the Community Justice Authority in Glasgow collaborated on a Community Justice Activity Mapping Exercise. This mapping exercise was created to understand existing Community Justice activity across Glasgow, pending the transition from Community Justice Authority to Glasgow 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



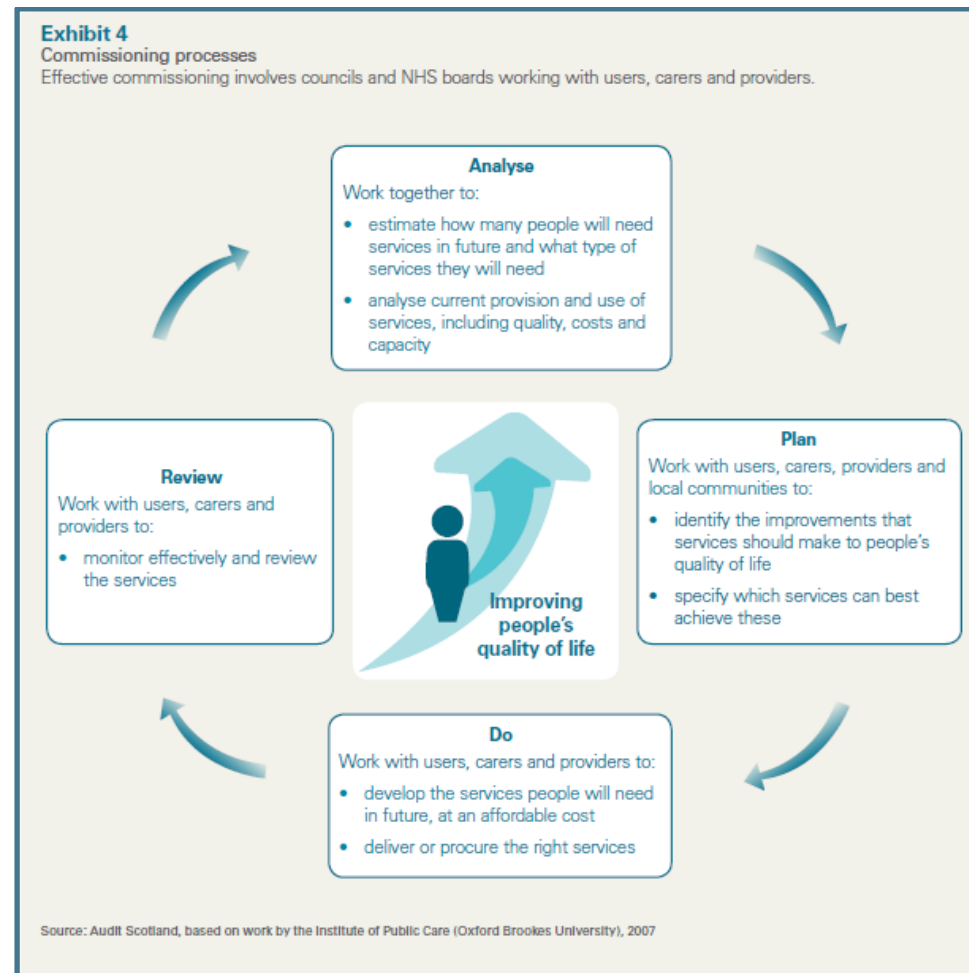
2015 - 2016



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 below) 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.



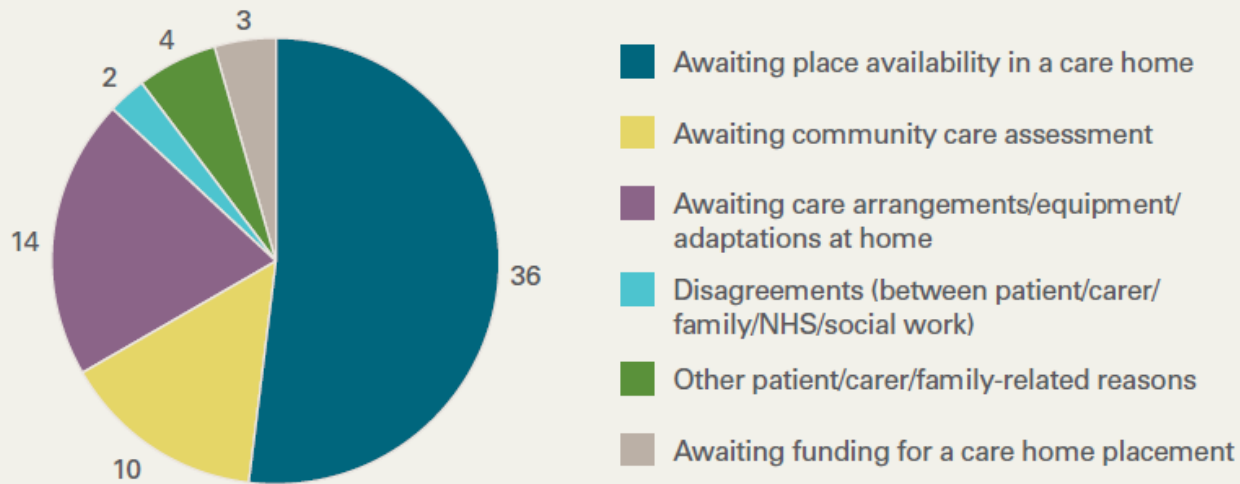
http://www.audit-scotland.gov.uk/docs/health/2012/nr_120301_social_care.pdf

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 6

Principal reason for delayed discharges of more than six weeks

At October 2011, 69 people had been waiting longer than six weeks to be discharged from hospital. Over half were waiting for a care home place.



Source: *Delayed discharges October 2011*, ISD Scotland, 2011

Commissioning Social Care, Audit Scotland, March 2012

http://www.audit-scotland.gov.uk/docs/health/2012/nr_120301_social_care.pdf

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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 centred and not program or practice focused. (Beth Weaver & Claire Lightowler, 2012).

References

Outside the Box (2013), *Working Towards User-Led Services: What Happened and the Difference it made*. Available at: <http://otbds.org/wpcontent/uploads/2016/07/WorkingTowardsTugsHelpingSupertankersI.pdf>

Weaver, B & Lightowler C (2012), *Shaping the Criminal Justice System: The role of those supported by Criminal Justice Services*. Available at: <https://www.iriss.org.uk/resources/insights/shaping-criminal-justice-system-role-those-supported-criminal-justice-services>

Updated 2018

Effective throughcare helps reintegrate those involved in the criminal justice system back into the community and to help tackle their (re)offending 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.

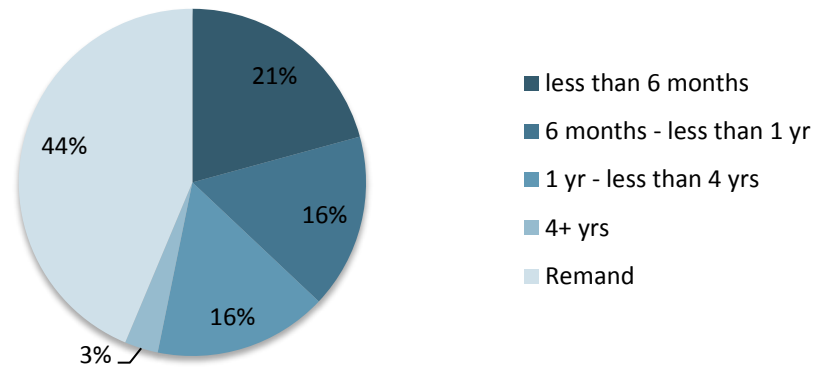
In Glasgow the number of adult males in prison on 1st January 2017 was 1, 226, approximately [17% of the total male prison population in Scotland](#); 475 of these males were serving a short-term sentence. Compared to males, there were 46 adult females in prison from Glasgow, approximately 20% of the 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 3500 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, 28.2 per 10,000 (2014/15). In 2013/14 Glasgow had the highest reconviction rate of all Scottish Local authorities (30.1 per 10,000) however this has changed in 2014/15 as the reconviction rate per 10,000 is now 29.8 in Glasgow. This reduction of 0.3 causes Glasgow to now be the 4th highest local authority area with Inverclyde now being at the top. The average number of reconvictions per offender in 2014/15 in Glasgow is also still higher than the Scottish Average (0.54 and 0.50 respectively) however this is again a reduction from 0.58 in [2013/14](#).

Table 11 - Reconviction rates and average number of reconvictions per offender, by CJA and Local Authority group: 2014-15 cohort

Local Authority group 1	Number of offenders	Reconviction rate	Average number of reconvictions
Scotland total	43,634	28.2	0.50
Clackmannanshire	428	29.4	0.54
Falkirk	1,351	26.2	0.48
Fife	2,802	28.6	0.49
Stirling	599	29.2	0.49
Glasgow City 2,3	8,326	29.8	0.54
North and South Lanarkshire 4	4,900	28.7	0.52
East Lothian	514	23.5	0.36
Edinburgh and Midlothian 5	4,704	28.3	0.53
Scottish Borders	603	25.7	0.44
West Lothian	1,265	26.9	0.41
Aberdeen City and Aberdeenshire 6	3,415	27.1	0.50
Na h-Eileanan Siar	1,416	24.1	0.38
Highland	599	24.9	0.39
Moray	100	19.0	0.33
Orkney Islands	87	16.1	0.20
Shetland Islands	130	18.5	0.33
Argyll & Bute	439	23.5	0.35
East and West Dunbartonshire 7,8	1,125	30.0	0.53
East Renfrewshire and Renfrewshire 9	1,471	28.6	0.49
Inverclyde	782	32.0	0.55
Dumfries & Galloway	1,286	27.1	0.48
East, North, and South Ayrshire 10	3,552	30.7	0.54
Angus	791	26.4	0.46
Dundee City	1,857	29.5	0.49
Perth & Kinross	1,092	21.5	0.34

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 (re)offending behaviour. The value in 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 establishing stability in housing, education and health services to reduce the risk of future reoffending. Additionally, throughcare also offers the opportunity to build on purposeful activity and intervention within the prison and co-ordinate that with similar services or availability within the community.

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).

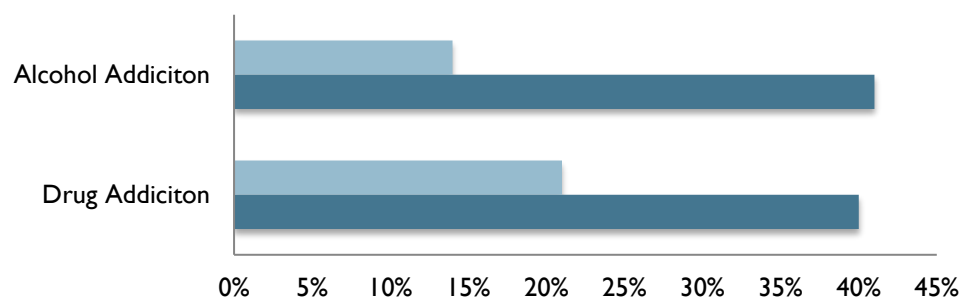
The establishment of NHS as healthcare provider has heralded significant changes and improvements in prisoner's access to services. Indeed, current prison healthcare policy asserts that prisoners are entitled to the same range and standard of care as that received by the general population in community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

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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 victim 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 had and ways in which to cope with their experiences in the aftermath. NHSGG&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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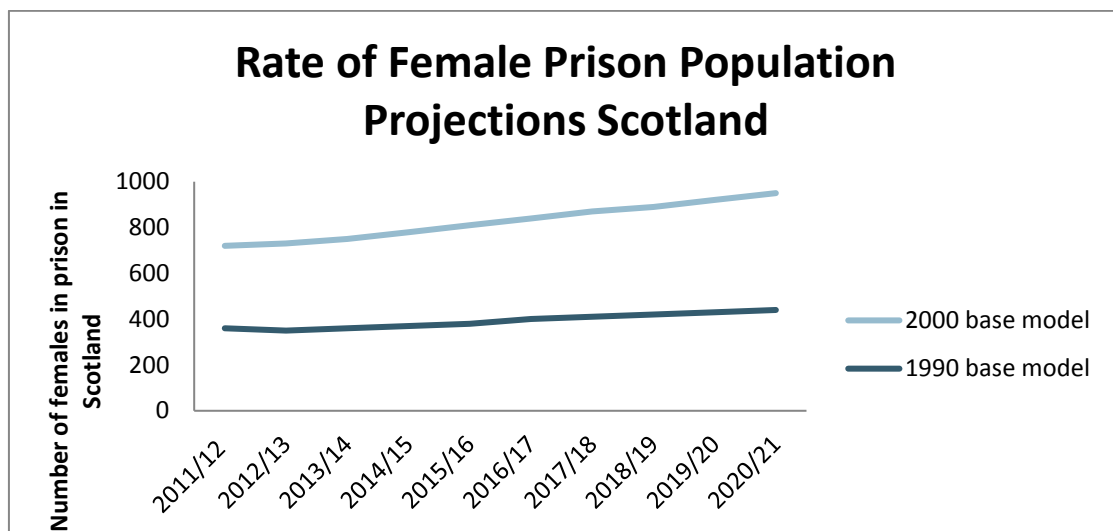
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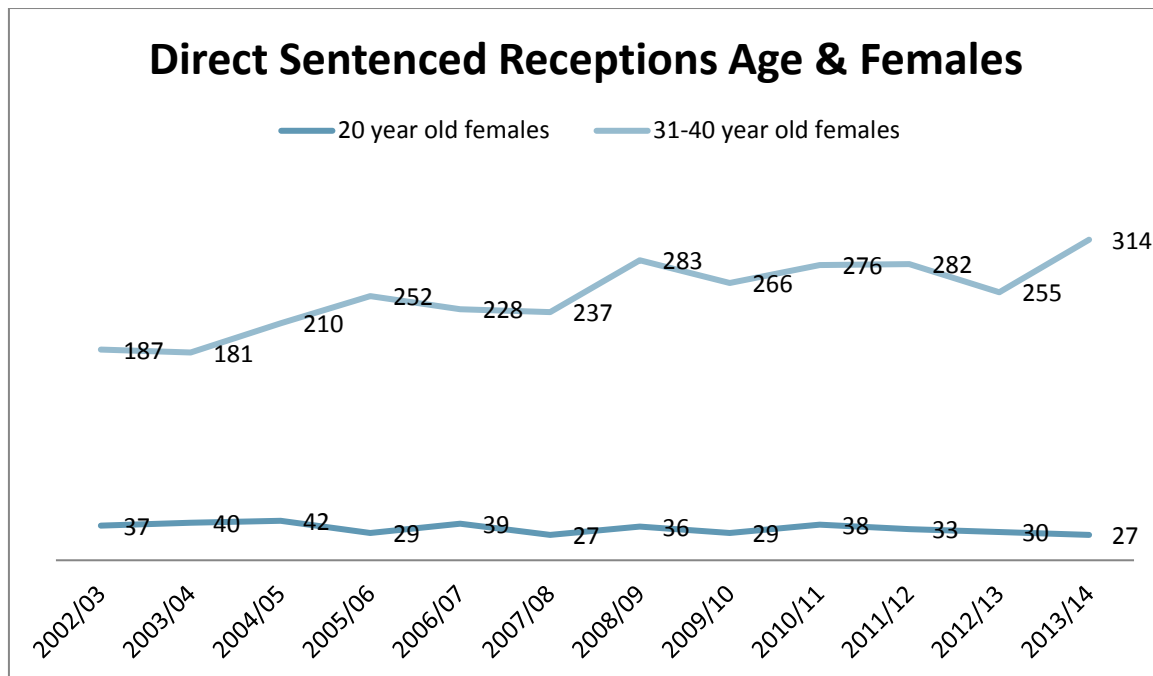
Why Women?

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*)



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*)



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 to 64); 2012/13

Glasgow City	Males		Females	
	N	%	N	%
Revised ²	9,570	4.60	4,030	1.87
Published ³	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 Service 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).

Main crime or offence	Male					Female				
	Total	(percentages)				Total	(percentages)			
		Custody	Community sentence	Monetary	Other		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 to train staff. 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. Tomorrow's Woman Glasgow 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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Why Whole Systems Approach?

Updated 2018

The Whole System Approach (WSA) is the Scottish Government's programme for addressing the needs of young people involved in offending. Underpinned by [Getting it Right for Every Child](#), this ensures that anyone providing support puts the child or young person – and their family – at the centre. Practitioners need to work together to support families, and take early action at the first signs of any difficulty – rather than only getting involved when a situation has already reached crisis point.

WSA highlights the importance of supporting children and young people on a multi-agency, multi-discipline, basis and aims to put in place tailored support and management based on the needs of each individual child, including their often differing backgrounds and demographics. This does not, however, mean that crimes committed by children and young people go unpunished. Children and young people can still be prosecuted if the offence is sufficiently serious to be dealt with on indictment, or can be dealt with by the Children's Hearings System. ([Scottish Government](#), 2017)

The WSA was established in 2011 and the Scottish Government will maintain and intensify their commitment to sustaining the WSA in the period to 2020.

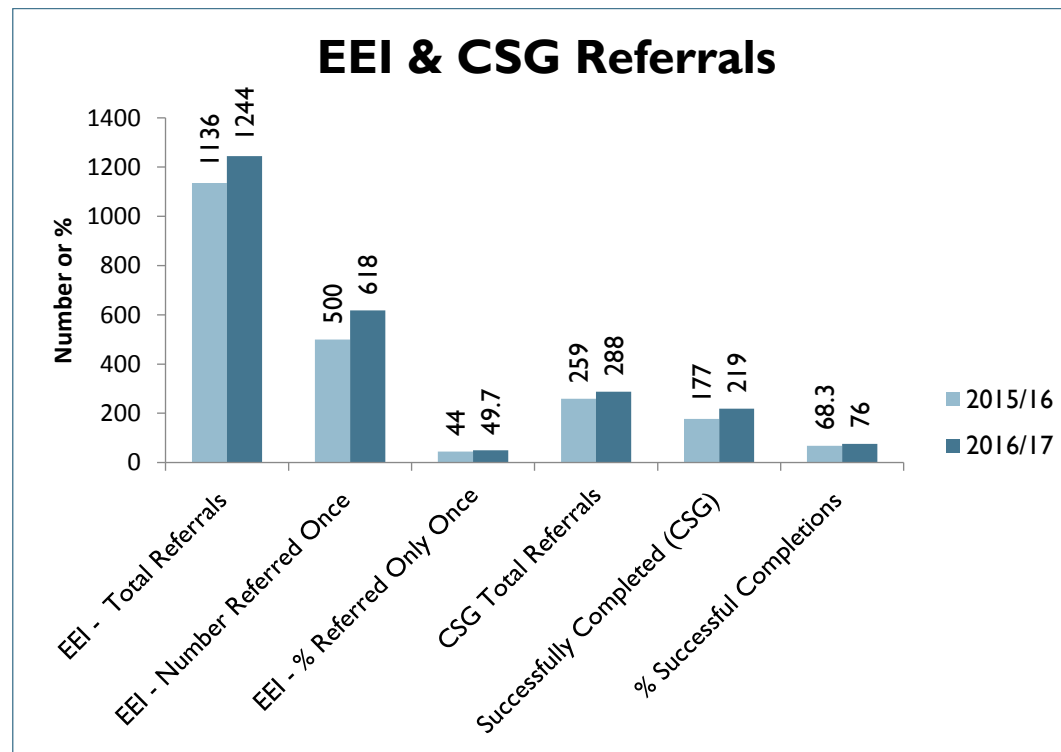
The WSA was created to provide a clear focus on early and effective intervention (EEI), opportunities to divert young people from prosecution, to provide young people with court support, to provide youths with community alternatives to secure care and custody, to manage high risk; including changing behaviours of those in secure care and custody and improving young people's reintegration back into the community. ([Preventing Offending, getting it right for every child](#), 2015, pg. 4-5).

In Glasgow, the [One Glasgow Reducing Offending \(12-25\) work stream](#) co-ordinates and provides oversight of the WSA approach. One Glasgow works with a range of partners including Police Scotland, Glasgow City Council's Community Planning Partnership and Criminal & Youth Justice Social Work Departments, NHS Greater Glasgow & Clyde, Scottish Prison Service, a range of 3rd Sector organisations and Community Safety Glasgow, to effectively reduce youth offending between the ages of 12-25, through partnership working and resource sharing.

Early and Effective Intervention (EEI)

One Glasgow partners share information in relation to their agencies contact with the young individual and together decide on the best response to support them and their family to tackle their needs/risks. This response and joint working takes place in a timely manner after the young person has been brought to their attention. Early intervention is key for this process to be effective and for the young person's needs to be addressed. Each intervention is person centred and support is tailored to the young person's needs. The chart below shows the trend in the number of EEI referrals to Community Safety Glasgow (CSG).

Local Example – EEI in Glasgow



Diversion from Prosecution

One Glasgow partners work together with Crown Office Procurator Fiscal Service to identify young people involved in low level offences and where appropriate divert them into services which meet their needs as an alternative to prosecution. This process is effective as research indicates that prosecuting young people at an early stage in their lives, for a low level crime, only increases their offending and does not deter them. ([Scottish Government](#), 2017).

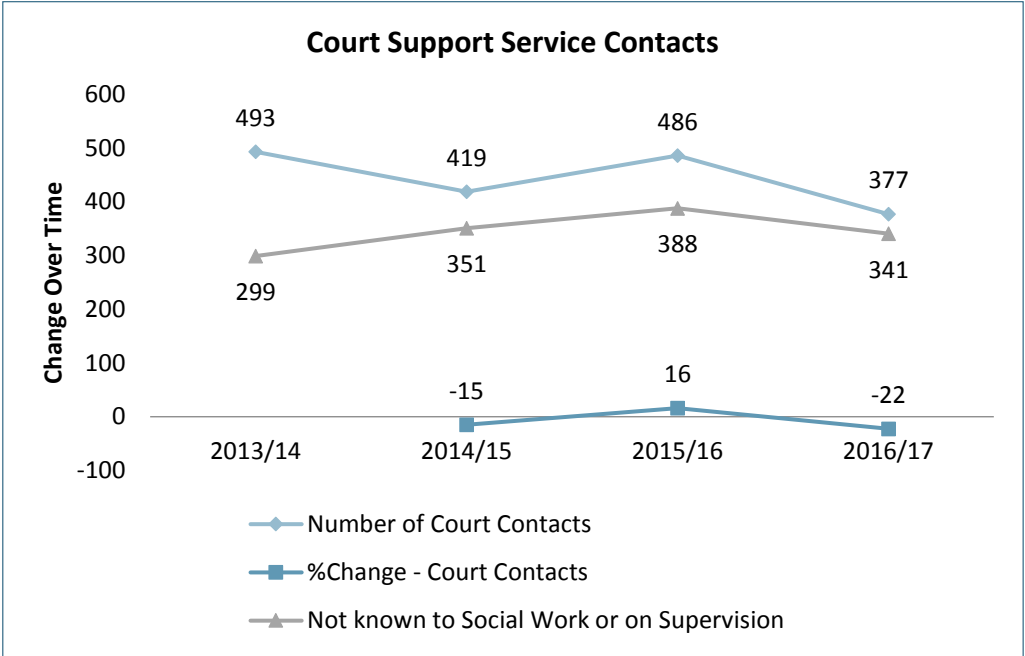
Court Support for young people

The WSA advocates that young people will not go through formal court processes where avoidable, however for those that have to, their engagement with the court processes will be improved. This includes more information being given to courts for working with young people, court staff being aware of the different needs young people have and also highlighting the use of alternative to custody options such as bail. ([Scottish Government](#), 2017).

Local Example – Court Support in Glasgow

The Court Support Service in Glasgow aims to improve outcomes for young people by providing information and support to encourage better engagement with the Court System. This includes ensuring young people more fully understand the court process and receive the assistance they need to fully comply with any conditions of court or future court attendances. Maximising young people's attendance at court to reduce court churn and costs to the court and other criminal justice partners. Court Support Service users are largely those young people who are not hitting the threshold for mainstream Social Work Support Services, (i.e. young people not already involved with Social Work Services or subject to compulsory measures). The bulk of Court Support service activity is around providing information and support to young people and their families about how to understand and navigate the court system. 2016-17 saw a decrease of 22%, however, 90.5% (an increase of 10.7%) of those young people were not previously known to Social Work or on Compulsory Supervision, suggesting that the service is effective in targeting those young people not receiving a service elsewhere.

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Community alternatives to secure care and custody

Sentencing young people to custody or secure care has a negative effect on these youths as their needs are not being addressed and they are not being supported, so re-offending is increased. It has been shown that community alternatives are far more effective for these young people as they are kept within their communities so that they can access support services to help address their offending behaviour. Community alternatives can be in the form of electronic tagging and other forms of supervision. ([Scottish Government](#), 2017)

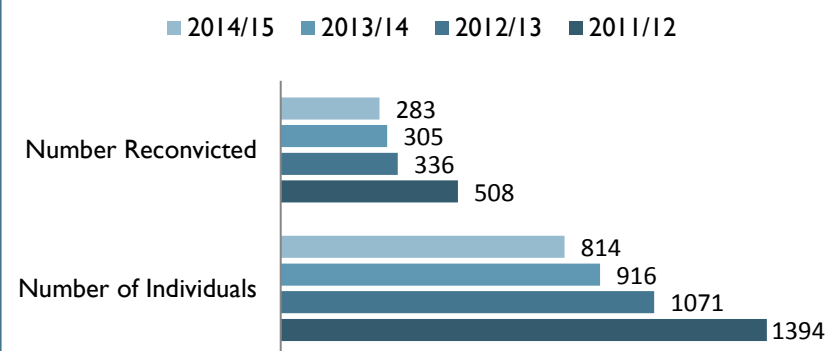
Manage high risk including changing behaviours of those in secure care and custody

Some young people involved in criminal behaviour must be placed into secure care. These young people receive support from the secure care providers to help address their high risk behaviour and improve their outcomes. This is achieved through changing the young person's high risk behaviour and keeping them engaged with learning, education and health. ([Scottish Government](#), 2017)

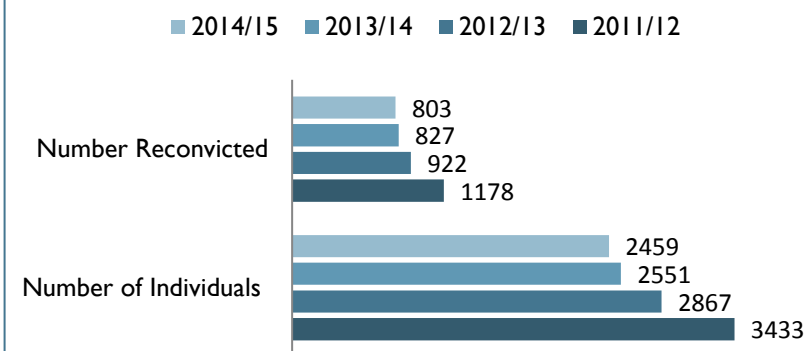
Improving young people's reintegration back into the community

Young people leaving secure care and custody must have a person centred needs package wrapped around them to help support their reintegration back into society. This support is vital to help reduce the young person's chances of reoffending. ([Scottish Government](#), 2017).

Reconvictions <21



Reconvictions <25



Impact of the Whole Systems Approach – Local Example for Glasgow

Throughout the years WSA has been successful in addressing the needs of those young people in the justice system as it has been adopted from key GIRFEC principles. However the success and effectiveness of WSA is only possible through criminal justice organisations adopting the approach and working in partnership. This can be shown in the tables below as the reconviction rate, recorded crime and prison population numbers have shown a positive trend in the 4 years since the introduction of the One Glasgow Reducing Offending (12-25) Workstream as the co-ordinating partnership for WSA in Glasgow.

Reconviction Rates Aged Under 25 - Trend over a 4 year reporting period




There is a lag of 2 years in publication of this data. Recording this data provides a basis for mapping trends over a longer term. The data indicates a positive downward trend. In the 4 year reporting period:

- Reduced 28.4% (number of young people convicted of a Crime)
- Reduced 31.8% (number of young people re-convicted in a 1 year period)

Recorded Crime

Recorded Crime Crimes and Offences – A Rounded Picture 2015-16 / 16-17 Comparison				Over 4 Years (baseline 2012-13)	
Under 18s	↑	7.0%	371 more crimes and offences	26.9% decrease	↓
18 – 25s	↑	3.5%	439 more crimes and offences	3.2% decrease	↓
Under 25s	↑	4.5%	810 more crimes and offences	11.8% decrease	↓
Since the baseline year for One Glasgow Reducing Offending 2012-13, overall offending by under 25s has reduced by 11.8%. The last 2 reporting years have seen consecutive increases of 13.7% and 3.5% in recorded crime for the 18-25 year old age group.					

Prison Population Aged Under 21

Average Monthly Prison Population (Polmont and Cornton Vale)									
Average Male <21			Progress		Average Female <21			Progress	
2014-15	2015-16	2016-17			2014-15	2015-16	2016-17		
74.6	71.2	67.5		5.2% 16-17 9.5% 14-15	4.7	2.6	3.8	 	31.6% 16-17 19.2% 14-15
2016-17 figures point to a positive trend in relation to the monthly average number of young males in Glasgow incarcerated. This information is not available pre 2014 – 15 – continuing to record this data will provide a basis for mapping trends over the longer term . It should be noted that the % increases / decreases for the female population are skewed by the very small numbers.									

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Interim Local Performance Framework

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	Use of National Indicators?	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>Percentage of people released from custodial sentence who have:</p> <ul style="list-style-type: none"> suitable accommodation had a benefits eligibility check 	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	Use of National Indicators?	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 <u>unclear what DTTO report</u> . 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 <ul style="list-style-type: none">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	Use of National Indicators?	Data Source	Notes	Next Steps
<p>1. Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed</p> <p>2. People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities</p> <p>3. Individual's resilience and capacity for change and self-management are enhanced</p>	<p>A Individuals have made progress against the outcome</p>	<p>NATIONAL</p>	<p>None currently exists</p>	<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>

Excluded Indicators

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	<p>MAPPA arrangements have existing monitoring arrangements, and are not within the scope of Community Justice. This indicator is not considered appropriate.</p> <p>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.</p>
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: <ul style="list-style-type: none"> Registered with a GP 	Accessing data on GP registrations on release currently not realistic. CHECK WITH HEALTH
	Speed of access to mental health services Speed of access to drug and alcohol services	While this information is available, it is not broken down to be able to identify those with convictions or coming through justice system.

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. 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.	
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		

Appendix 4 (List of acronyms)

Acronym	Full Name
GCC	Glasgow City Council
GCJA	Glasgow Community Justice Authority
CJG	Community Justice Glasgow
CJOIP	Community Justice Outcome Improvement Plan
CJS	Community Justice Scotland
CJVSF	Criminal Justice Voluntary Sector Forum
GCPP	Glasgow Community Planning Partnership
LOIP	Local Outcome Improvement Plan
NHS	National Health Service
OPI	Outcomes and Performance Improvement
TWG	Transitions Working Group
WSA	Whole Systems Approach

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