



**Community Justice
Glasgow
Outcome &
Performance
Improvement Reporting
Framework
2018 – 2023**

Our framework sets out the agreed structural and person-centric outcomes that our partnership will measure and report on. It is designed to ensure that our activity follows a logic chain that describes how we will contribute to both local and national outcomes. It is focussed on:

Delivering improvement locally against the nine priority themes identified in our Community Justice Outcome Improvement Plan 2018-23 and the objectives set out in our yearly Action Plans:

1. **Service User Voice** – We will ensure that individuals who access services are at the heart of service planning and delivery.
2. **Prevention** – we will continue with the development of earlier intervention and prevention within the justice system, capitalising on opportunities at the first point of contact with Community Justice Partners.
3. **Building Protective Factors** – we will improve factors evidence to influence reoffending including employability, education, health and wellbeing and housing.
4. **Throughcare** – we will improve planning for people leaving custody, to support their return to the community from prison.
5. **Service and Resource Alignment** – we will use resources where they are most effective, and in a collaborative approach to improve outcomes.
6. **Families** – we will ensure all new developments reflect the impact on families, and build on the resilience opportunities of a supportive family setting.
7. **Victims** – we will listen to and act on victim’s voices and ensure that victims of crime receive the support they need.
8. **Women** – we will continue to address the recommendations of the Commission on Women Offenders.
9. **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.

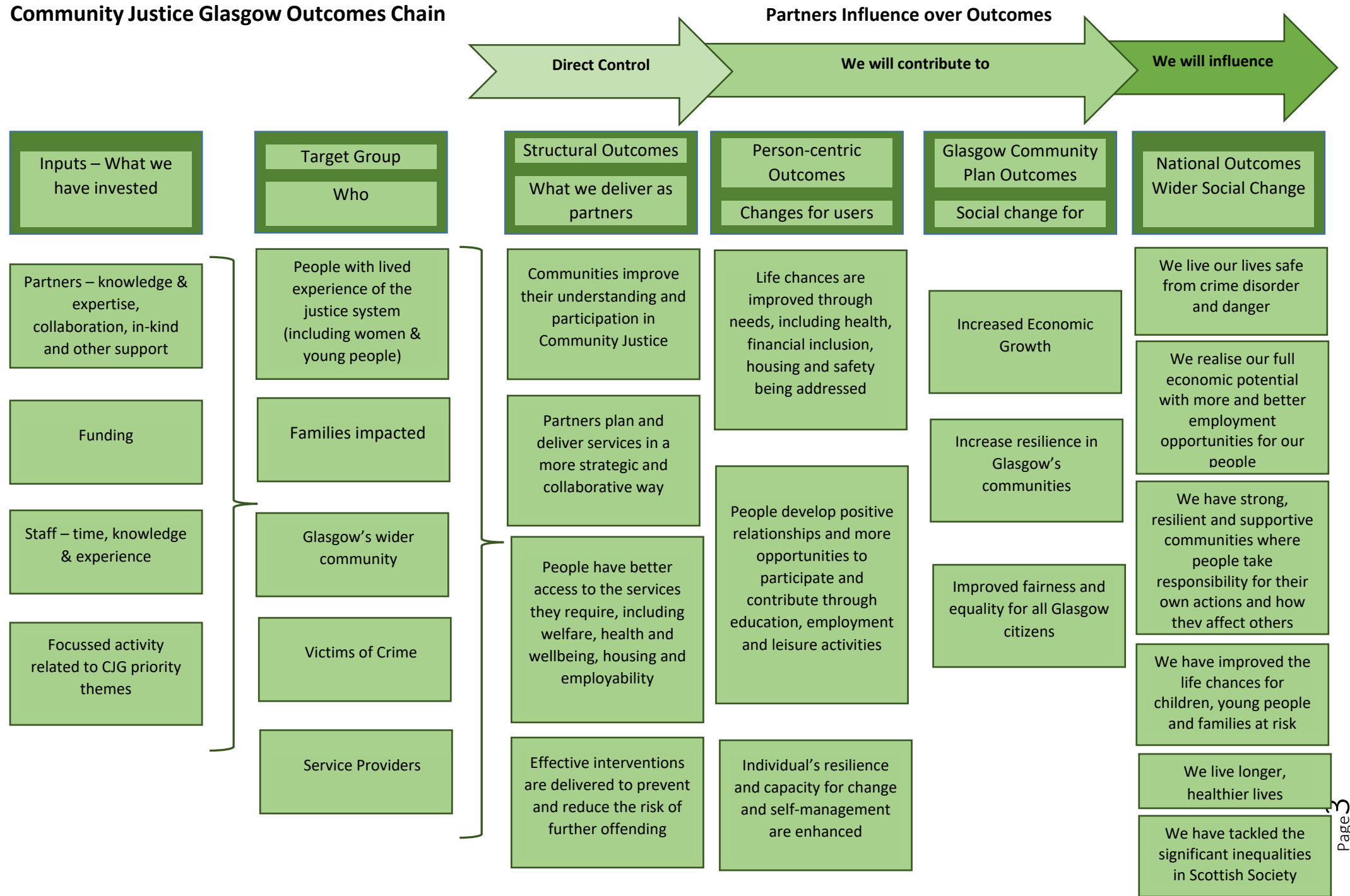
Contributing to the priorities set out in the Glasgow Community Plan:

1. Economic Growth
2. Resilient Communities
3. A Fairer and More Equal Glasgow

Influencing wider social change (national outcomes):

1. We live our lives safe from crime disorder and danger.
2. We realise our full economic potential with more and better employment opportunities for our people.
3. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
4. We have improved the life chances for children, young people and families at risk.
5. We live longer, healthier lives.
6. We have tackled the significant inequalities in Scottish Society.

Community Justice Glasgow Outcomes Chain



Measuring the outcomes and local impact of our activity

The following framework diagrams outline the key activities, what we will measure and report on and how the activity relates to each of our structural and person-centric outcomes and contribute to the Glasgow Community Plan outcomes for social change.

The activity is reflective of the Action Plans that guide our work. Action Plans will be reviewed on an annual basis, to ensure that we continually evaluate, improve and keep pace with emerging priorities.

Our performance reporting will be published in our Annual Report which will be shared with Community Justice Scotland. Community Justice Scotland will review all local plans and annual reports, providing feedback to partners in order to share good practice and drive improvement and provide independent professional assurance to Scottish Ministers and Local Government Leaders.

The Framework will be supported by comprehensive data collection, evaluations and regular reporting of performance and recommendations for improvement to the Transitions Working Group.

National Outcomes (NO)

Wider Social Change – Long Term Impact

[National Strategy for Community Justice](#)

Key Underpinnings:

[Community Empowerment \(Scotland\) Act 2015](#)

[Community Justice Outcomes and Improvement Framework](#)

[Preventing Offending – Getting it Right for Children & Young People](#)

[Whole System Approach for Young People Who Offend](#)

- NO1(a)** 1 year reconviction rates for Glasgow citizens (split by gender and age) & Scottish comparison
- NO1(b)** Crime Victimization rates in Glasgow & Scottish comparison
- NO1(c)** The number of women and young people diverted from prosecution as a % of all sentenced
- NO1(d)** The number of women, men and young people on remand as a % of those receiving a custodial / community sentence
- NO1(e)** The proportion of community sentence (as a % of all sentences) – split by age and gender
- NO1(f)** Recorded crime (by crime type, age and gender splits)
- NO1(g)** Average Prison population (by sentence length, age and gender)
- NO1(h)** Referrals to Children's Reporter

Structural Outcome (SO) 1

Communities Improve their Understanding and Participation in Community Justice

[Glasgow Community Plan](#) Outcome(s) for Social Change:

Increased Resilience in Glasgow's Communities

Key Underpinnings:

[Community Empowerment \(Scotland\) Act 2015](#)

[The National Standards for Community Engagement](#)

[Community Justice Glasgow Strategy for Purposeful Engagement](#)

[Community Justice Glasgow Communication Strategy](#)

[CJOIP Evidence Base – Why Communication? & Why Service User Voice?](#)

Indicators

- SO1(a)** Activities carried out to engage with communities as well as other relevant constituencies.
- SO1(b)** Consultation with communities as part of Community Justice planning & service provision & evidence from questions to be used in local surveys / citizens panels etc.
- SO1(c)** Participation in Community Justice, such as co-production and joint delivery.
- SO1(d)** Levels of community awareness of / satisfaction with work undertaken as part of a CPO.
- SO1(e)** Perception of the local crime rate.

Indicator SO1(a)

Activities carries out to engage with communities as well as other relevant constituencies

What will we collect and report on?

Evaluation of the outcomes from our Engagement Activity (VOiCE) against 3 levels of engagement (Inform, consult, Engage)

The reach and impact of our Communication Strategy and Action Plan

Movement in our services against a baseline survey of 8 levels of co-production

CPO Unpaid Work Provider Beneficiary Exit Surveys

What will this tell us?

- **Changes in understanding of Community Justice** that occur as a result of our Engagement Action Plan (service users, wider community, communities of interest) and Communication Action Plan
- **The effectiveness and impact** of our Engagement and Communication Strategies

- Whether the support the CJG Team provide to our services to facilitate increased opportunities for service user participation has **had a positive impact**

Whether we have achieved:

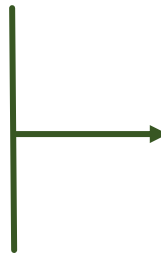
- **Increased awareness** of Community Justice in geographical communities
- **Increased opportunities** for communities to engage
- **Increased participation** in policy setting, planning and delivery of our services

Indicator SO1(b)

Consultation with communities as part of Community Justice planning & service provision & evidence from questions to be used in local surveys / citizens panels etc.

What will we collect and report on?

The scope, scale, reach and impact of our **level 2 (consultation - Offering people restricted options to choose between) engagement activity** delivered as part of our Engagement Action Plan



What will this tell us?

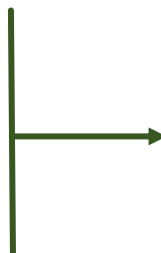
- **Changes in understanding and participation in Community Justice** that occur as a result of our consultation activity
- **The effectiveness and impact** of our Engagement Strategy Action Plan

Indicator SO1(c)

Participation in Community Justice, such as co-production and joint delivery
(Level 3 Engagement - Opportunities for communities to influence options and choices of action, share in any action taken and lead on agreed action)

Movement against the baseline mapping of Co-production (8 point co-production scale) for Partners delivering services under CJG and One Glasgow (level 3 engagement) including CPO Unpaid Work providers

Evaluation of our activity to support services providers to improve participation of people with lived experience of the Justice System (event surveys etc.)



Whether we have achieved:

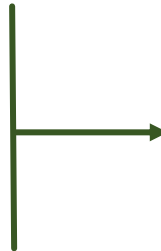
- **Increased levels of service user participation** in Community Justice that occur as a result of our activity
- **Effectiveness and impact** from our support activity

Indicator SO1(d)

Levels of community awareness of / satisfaction with work undertaken as part of a CPO

What will we collect and report on?

CPO Unpaid Work Provider Beneficiary Exit Surveys
Evaluation of engagement activity to increase awareness (**Level 1 – Inform**)
Evidence from questions used in locality surveys / citizens panels etc.
The reach and impact of our Communication Strategy and Action Plan



What will this tell us?

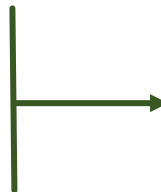
Whether we have achieved:

- **Increased awareness** of work undertaken as part of a CPO in geographical communities
- **Increased satisfaction** with work undertaken as part of a CPO
- **The effectiveness and impact** of our Communication Strategy

Indicator SO1(e)

Perception of the local crime rate

Perceived % reductions and increases in the local crime rate as reported in the Scottish Crime & Justice Survey



Whether we have achieved:

- **Increased public confidence** in Community Sentences

Structural Outcome (SO) 2

Partners Plan & Deliver Services in a More Strategic & Collaborative Way

[Glasgow Community Plan](#) Outcome(s) for Social Change:

Increased Economic Growth & Resilience in Glasgow's Communities

Key Underpinnings:

[Commission on the Future Delivery of Public Services \(Christie Commission\)](#)

Community Justice Glasgow Collaborative Commissioning Strategy (Draft)

[CJOIP Evidence Base – Why Service & Resource Alignment?](#)

Indicators

SO2(a) Services are planned for and delivered in a strategic and collaborative way:

- Partners have leveraged resources for Community Justice.
- Development of Community Justice workforce to work effectively across organisational / professional / geographical boundaries.

SO2(b) Partners have identified and are overcoming structural barriers for people accessing services:

- Existence of joint working arrangements (processes / protocols to ensure access to services to address underlying need.
- Initiatives to facilitate access to services.

Indicator SO2(a & b)

- (a) Services are planned for and delivered in a strategic and collaborative way
(b) Partners have identified and are overcoming structural barriers for people accessing services

What will we collect and report on?

The Review of Community Justice Glasgow (Assessment Tool) results as a baseline for improvement:

- Movement (positive or negative) in the categories baselined in the assessment tool
- Progress on & impact of delivering the recommendations

Number of new initiatives to facilitate access to services

% of new initiatives / funding bids /services that are collaborative

Evaluations from collaborative events such as 'Let's Get'

Tracking person-centric outcomes from Hot Spotting initiatives

What will this tell us?

Whether we have achieved:

- **Increased knowledge, awareness and understanding** by partners and wider stakeholders of their role and contribution to Community Justice
- **Increased participation** by partners & wider stakeholders in

Whether we have achieved:

- **Increased collaboration** with partners & wider stakeholders
- **Increased joint planning** and delivery
- **Increased access** to the right services (based on identified need)

Structural Outcome (SO) 3

People Have Better Access to the Services they Require, Including, Welfare, Health & Wellbeing, Housing and Employability

[Glasgow Community Plan](#) Outcome(s) for Social Change:

Increased Economic Growth & Resilience in Glasgow's Communities

Key Underpinnings:

[CJOIP Evidence Base – Why Building Protective Factors? & Why Throughcare?](#)

Indicators

SO3(a) Percentage of people released from a custodial sentence who have:

- (i) suitable accommodation; and
- (ii) had a benefit eligibility check.

Indicator SO3(a)

People released from a Custodial Sentence who have (i) suitable accommodation & (ii) have had a benefit eligibility check

What will we collect and report on?

3(i)

Homelessness Partnership HL1 Return to Scottish Government - % of people who make a homelessness application self-reporting that they have given up or lost accommodation due to a stay in prison

A compilation of comparable outcomes data drawn from a number of nationally and locally commissioned services on 'suitability' of accommodation to supplement the HL1 data

Note*SPS are working to develop national and local reporting

3(ii)

A compilation of comparable outcomes data drawn from a number of nationally and locally commissioned services

Note*SPS are working to develop national and local reporting

What will this tell us?

An indication of whether work with our partners in the Barlinnie Throughcare Group and the Low Moss PSP around housing has been effective in:

- **Reducing** the % of people **leaving Custody** from Glasgow reporting as **homeless**
- **The % of people** released from custody and accessing support services **reporting 'suitable' accommodation** in place

An indication of whether work with our partners in the Barlinnie Throughcare Group and the Low Moss PSP around financial inclusion has been effective in:

- **Increasing** the % of people **leaving Custody** from Glasgow having had a **benefits eligibility check**

Structural Outcome (SO) 4

Effective Interventions are delivered to Prevent and Reduce the Risk of Further Offending

[Glasgow Community Plan](#) Outcome(s) for Social Change:

Resilience in Glasgow's Communities

Key Underpinnings:

[CJOIP Evidence Base – Why Building Protective Factors? & Why Prevention?](#)

[Preventing Offending – Getting it Right for Children & Young People](#)

[Whole System Approach for Young People Who Offend](#)

[What Works to Reduce Reoffending – A summary of the Evidence](#)

Indicators

- SO4(a)** Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending.
- SO4(b)** Use of 'Other Activity' requirement in Community Payback Orders (CPO).
- SO4(c)** Quality of CPOs.
- SO4(d)** Reduced use of custodial sentences and remand (balance between community / custodial).

Indicator SO4(a)

Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending

What will we collect and report on?

A compilation of a suite of comparable, self-reported, 'distance travelled', outcomes data, drawn from a number of nationally and locally commissioned services (including young people and those serving a sentence in the community) including:

- Employability
- Housing
- Health & Wellbeing (Mental & Physical)
- Financial
- Alcohol & Drug Misuse

Sampling linked to Engagement Action Plan to test impact for individuals

Movement against the baseline mapping of Co-production (8 point co-production scale) for Partners delivering services under CJG and One Glasgow (level 3 engagement) including CPO Unpaid Work

Pre, during and post service sampling of recorded crime will be used to enhance the data collected

What will this tell us?

These are the evidenced protective factors around reducing re-offending. Collecting this data will give us an indication of the whether our targeted interventions, through commissioned and close partner services have been effective in:

- **Reducing** individual's risk of further offending

Evidence tells us that greater levels of co-production and individual's empowerment in relation to the services that they receive will result in more successful impact. Whether we have achieved:

- **Increased levels of service user participation** in Community Justice

The **sustainability of impact** of services on individuals' **recency, frequency** and **gravity** of reoffending

Indicator SO4(b)

Use of 'Other Activity' Requirement in Community Payback Orders (CPO)

What will we collect and report on?

Community Payback Orders (CPO) with 'Other Activity' requirement as a % of total CPO disposals (locally reported)

% of Other Activity given as part of overall orders

Longer Term – still to be developed

CPO Provider Forum - look at how other activity decisions are linked to baseline of need and embedding outcome monitoring and measurement

What will this tell us?

- **Movement in confidence of sentencers** in Other Activity as an effective disposal
- **Movement** in use of Other Activity

- **Effectiveness** of Other Activity in reducing reoffending

Indicator SO4(c)

Quality of CPOs

Successful completion and breach rates of CPOs and DTTOs as % of total orders (gender and age splits)

A suite of, self-reported, 'distance travelled', outcomes data (protective factors), drawn from CPO Exit Surveys (gender and age split)

Baseline Health data (survey of need) and improvements going forward

Whether our work with CPO Service Providers to improve access to services and training opportunities for staff to meet personal need has been:

- **Effective** in **reducing** the (self-reported) **risk** of further offending

Indicator SO4(d)

Reduced use of (i) Custodial Sentences and (ii) Remand

What will we collect and report on?

4d(i)

Balance between community sentences relative to short custodial sentences under *1 year

Number of Community Sentences imposed as a % of short custodial sentences (provided by age / gender) under 3 months / 3-6 months / 6 – 12months

4d(ii)

Number of people remanded to custody as a % of admissions (provided by age / gender splits)

What will this tell us?

- **Increases or decreases in the balance between community sentences** (known to be more effective in reducing reoffending) relative to short **custodial sentences**
- **Increased or decreased judicial confidence in community options**

An indication of whether work with our partners has been effective in:

- **Increased judicial confidence in Alternatives to Remand**
- **Reduced use of remand**

Person-Centric Outcome (PCO) 1

Life Chances are improved through Needs, Including Health, Financial Inclusion, Housing and Safety Being Addressed

[Glasgow Community Plan](#) Outcome(s) for Social Change:

Increased Economic Growth & Resilience in Glasgow's Communities

Key Underpinnings:

Community Justice Glasgow Collaborative Commissioning Strategy (Draft)

[CJOIP Evidence Base – Why Building Protective Factors? & Why Prevention?](#)

[Preventing Offending – Getting it Right for Children & Young People](#)

[Whole System Approach for Young People Who Offend](#)

[What Works to Reduce Reoffending – A summary of the Evidence](#)

Indicators

Individuals have made progress against the outcome:

PCO1(a) Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed.

PCO1(b) People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities.

POI1(c) Individual's resilience and capacity for change and self-management are enhanced.

Indicator PCO1(a)

Life Chances are improved Through Needs, Including Health, Financial Inclusion, Housing and Safety Being Addressed

What will we collect and report on?

A compilation of a suite of proxy, comparable, self-reported, 'distance travelled', outcomes data, drawn from a number of nationally and locally commissioned services (gender and age splits) (including those serving a sentence in the community) including:

- Employability
- Housing
- Health & Wellbeing (Mental & Physical, Drug & Alcohol Misuse)
- Financial Inclusion

What will this tell us?

These are the evidenced protective factors around reducing re-offending. Collecting this data will give us an indication of the whether our targeted interventions, through commissioned and close partner services have been effective in:

- **Improving outcomes** for individuals **based on** self-reported **need**, thereby, demonstrating **improved life chances**

Indicator PCO1(b)

People Develop Positive Relationships and More Opportunities to Participate and Contribute through Education, Employment and Leisure Activities

The number and % of people accessing nationally and locally commissioned 'employability' services moving into education, volunteering and / or employment (gender and age split)

- **The effectiveness of services in increasing opportunity** for people with lived experience of the Justice System **to positively contribute to society** through education, volunteering and / or employment opportunities

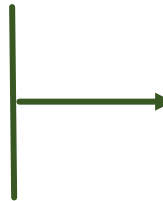
Indicator PCO1(c) – also refers to (a) & (b)

Individual's Resilience and Capacity for Change and Self-Management are Enhanced

What will we collect and report on?

What will this tell us?

Sampling, surveys and case studies of service users across commissioned national and local providers and close delivery partners to enhance the proxy data collected



The **effectiveness** of our services and Community Justice partnership to:

- **Increase opportunity** for people with lived experience of the Justice System **to positively contribute to society**
- **Improve person-centric outcomes** of individuals
- **Increase the resilience and capacity for change** of individuals

Our Framework will continue to develop and reporting will be improved as data and information becomes more readily available. At time of writing, a number of key measures, which require a national response, were not available. Proxy measures have been developed locally in the absence of appropriate, nationally published information. Work to develop output and outcome information locally will continue. This framework has been aligned to report on One Glasgow Whole System Approach Outcomes. Age, gender and ethnicity will be reported where possible to comply with our Equality duties.