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**Report to: Clackmannanshire Council**

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**Date of Meeting: 30 November 2023**

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**Subject: Community Justice Outcome Improvement Plan 2023-2028**

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**Report by: Michelle Rogers, Community Justice Coordinator**

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## **1.0 Purpose**

- 1.1. To approve the Clackmannanshire Community Justice Outcome Improvement Plan 2023-2028.

## **2.0 Recommendations**

- 2.1. It is recommended that the Council:
- 2.1.1 Approves the Clackmannanshire Community Justice Outcome Improvement Plan (CJOIP) 2023-2028 (**Appendix 1**).
  - 2.1.2 Approves the plans for further development of the Delivery Plan to support the CJOIP by Autumn 2024 (para 3.10).

## **3.0 Background / Considerations**

- 3.1. Clackmannanshire Community Justice Partnership (CJP) was established in response to the Community Justice (Scotland) Act 2016 (the Act). Membership includes statutory partners named in the Act, local third sector and lived experience representatives and other local statutory partnerships. The purpose of the CJP is to improve community justice outcomes for people involved with the justice system and for communities. The CJP has a co-chairing arrangement that is shared by Justice Services, Clackmannanshire HSCP, Police Scotland and The Resilience Learning Partnership. Full membership of the CJP is listed in Appendix 2.
- 3.2. The CJP have a statutory obligation to produce a Community Justice Outcome Improvement Plan setting out how national and local community justice outcomes will be achieved. The current Clackmannanshire CJOIP 2018-2023 is due to expire on 31 December 2023.
- 3.3. Community Justice Scotland defines community justice as follows:-  
'Community Justice is where people who have broken the law are held to account and supported to reconnect and contribute to their communities.....The evidence shows community justice can help people stop

breaking the law again leading to fewer victims and safer communities,' (*Community Justice Scotland*).

- 3.4. The Scottish Government published a new National Strategy for Community Justice (2022) which sets out 4 national aims and 11 priority actions to support these (Appendix 3). In addition the new Community Justice Performance Framework (Scottish Government 2023) establishes the outcomes and indicators for measuring progress against these. Under the Act, the CJP are required to review the CJOIP 'as soon as reasonably practicable' after the publication of a revised strategy and/or revised framework.
- 3.5. In light of the new national policy framework and the imminent expiry of the current CJOIP, the CJP have produced a new 5 year Plan. During 2022-23 the CJP worked in partnership to develop the new CJOIP which sets out how the national outcomes will be taken forward in Clackmannanshire, alongside addressing local priorities in community justice. The CJOIP has been produced using a human rights based approach that is informed by the lived experience of people who have been involved in the justice system in Clackmannanshire, both as people accused of / who have committed an offence and victims of crime. It takes account of the wider outcomes and priorities that impact on the justice system, including the Scottish Government [National Performance Framework](#) and National Health and [Wellbeing Outcomes Framework](#), in addition to local contribution through all CJP partners and other local organisations and partnerships.
- 3.6. The CJOIP priorities and areas for improvement were developed following a robust Strategic Needs and Strengths Assessment which involved community profiling of the general and the justice population; service mapping; and consultation through justice journeys workshops with CJP partners, organisations involved in supporting people in the justice system and people with lived experience. Justice journeys workshops were based on case studies developed through interviews with Clackmannanshire community members who have lived experience of the justice system (with people accused of / who have committed an offence and victims of crime). Case studies were developed by the Resilience Learning Partnership and Apex Scotland, were fully anonymised and told the stories of people's justice journeys in their own words. Eleven workshops took place between August– September 2022, facilitated by Apex and The Resilience Learning Partnership and included 3 workshops with people who have lived experience of the justice system. A total of 50 people took part.
- 3.7. A development session to inform the SNSA and the new CJOIP was held with CJP partners on 14<sup>th</sup> November 2022, facilitated by The Improvement Service, to identify priority actions for the new CJOIP. The session also provided an opportunity for the Partnership to discuss progress made in delivering the current CJOIP 2021-23, reflect on learning from case studies and Justice Journeys workshops and raise awareness of the aims and priorities set out in the revised National Strategy for Community Justice.
- 3.8. The SNSA identified the following as key priorities for the CJP to develop in order to improve outcomes for people in the justice system:-

- Strengthening the whole systems approach to service delivery;
- Early intervention to address issues arising as a result of health inequalities;
- Continuing to embed trauma informed approaches and practice;
- Identify and address workforce development needs and opportunities.

3.9. The CJOIP identifies the following areas for improvement for community justice in Clackmannanshire to address these priorities and inform outcomes for the CJP to focus on over the next 5 years:-

- To provide support for issues such as drug and alcohol use and mental health as early as possible;
- To continue to strengthen a partnership approach based on Community Justice being “everyone’s business”;
- To ensure that we adopt a trauma-informed approach to community justice;
- To review workforce development needs across the justice workforce to ensure that the appropriate level of trauma informed training is embedded for everyone working with people involved in the justice system;
- To increase opportunities for diversion from the justice system through community based support;
- To make pathways through the justice system easy to understand and supportive for both victims and people accused of / who have committed a crime;
- To increase public understanding of what community justice is.

3.10. The CJOIP Delivery Plan identifies relevant national and local outcomes to measure progress against the improvement areas. Further development of the Delivery Plan will take place over the next 12 months in order to ensure that it aligns to the national outcomes set out in the recently published Community Justice Performance Framework (March 2023) and supporting Improvement Tool (CJS, March 2023). This approach has been agreed with Community Justice Scotland in light of the late publication of the National Performance Framework by Scottish Government. Development of the Delivery Plan will be through a network of short-life working groups of the CJP. In order to do this the CJP will work with a wide range of organisations who support victims of crime and people accused of / who have committed a crime.

#### **4.0 Sustainability Implications**

4.1. No sustainability implications are identified.

#### **5.0 Resource Implications**

5.1. Financial Details

No resource implications identified.

## 5.2. Staffing

Scottish Government provides the Community Justice Partnership with annual funding of £62,500, which is principally used to employ the Community Justice Coordinator.

## 6.0 Exempt Reports

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

## 7.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so that they can thrive and flourish

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

## 8.0 Equalities Impact

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

Yes  No

The CJOIP has been produced through collaboration with the CJP, alongside other agencies involved in supporting people involved in the justice system locally. Development of the CJOIP was underpinned at every stage by consultation with people with lived experience of the justice system. Community consultation was also carried out through Citizens Space and Clackmannanshire TSI.

## 9. Legality

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

Yes  No

## 10.0 Appendices

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

Appendix 1 - Clackmannanshire Community Justice Outcome Improvement Plan 2023-2028

Appendix 2 - Membership of Clackmannanshire Community Justice Partnership

Appendix 3 - National Community Justice Strategy for Scotland - Aims and Priority Actions

## 11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

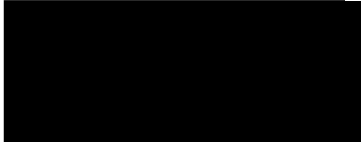
*National Strategy for Community Justice (2022), Scottish Government*

*Community Justice Performance Framework (Scottish Government 2023)*

### Author(s)

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Michelle Rogers	Community Justice Coordinator	2261

### Approved by

NAME	DESIGNATION	SIGNATURE
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## **Clackmannanshire Community Justice Partnership Community Justice Outcome Improvement Plan – 2023-2028**

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## FOREWORD

### **Councillor Ellen Forson, Chair of Clackmannanshire Alliance**

As Chair of the Clackmannanshire Alliance, I am delighted to present the Clackmannanshire Community Justice Outcome Improvement Plan (CJOIP) for 2023-2028 on behalf of the Community Justice Partnership. This Plan sets out the vision of the partnership for the next 5 years. It links direction from the Scottish Government's 'National Strategy for Community Justice' 2022 with our local priorities and areas for improvement.

The CJOIP has been developed in collaboration with a wide range of statutory and third sector partners using a human rights based approach, that is informed by the lived experience of people who have been involved in the justice system locally. Our 'Strategic Strengths and Needs Assessment' considered national and local data and underpins the new CJOIP through evidence that informs our Delivery Plan. It sets out a vision to:

*'Embed a human rights based approach to justice that puts the voices of lived experience at the heart of policy and service development.'*

We will aim to achieve this by focussing on early intervention, reducing stigma, strengthening the ways that services work together to support people in the justice system and ensuring that the way we work is trauma informed.

The Plan sets out the collective commitment of partners to achieving national and local outcomes over the next 5 years to deliver sustainable and positive change that supports people and communities to fulfil their full potential.



## Clackmannanshire Community Justice Partnership - Who Are We?

Clackmannanshire Community Justice Partnership was established in response to the Community Justice (Scotland) Act 2016 (the Act). Our membership includes statutory partners named in the Act, local third sector and lived experience representatives and other local statutory partnerships as follows:-

- Clackmannanshire Council - Criminal Justice Social Work, Housing, Children & Families, Chief Social Work Officer, Economic Development
- NHS Forth Valley
- Police Scotland
- Scottish Fire & Rescue Service
- Skills Development Scotland
- Clackmannanshire and Stirling Health and Social Care Partnership
- Clackmannanshire Violence Against Women Partnership
- Clackmannanshire and Stirling Alcohol and Drug Partnership (CSADP)
- Scottish Courts and Tribunal Service
- The Crown Office & Procurator Fiscal Service
- Clackmannanshire Third Sector Interface
- Scottish Prison Service
- Resilience Learning Partnership
- Local Employability Partnership (LEP)

## Community Justice Outcome Improvement Plan (CJOIP)

In preparing this CJOIP, we have taken account of the relevant legislation and policy context at both a local and national level. A summary of these can be found in the Policy Context Section and in Appendix 1.

This CJOIP has been produced in partnership using a human rights based approach that is informed by the lived experience of people who have been involved in the justice system in Clackmannanshire. It takes account of the wider outcomes and priorities that impact on the justice system, including the Scottish Government [National Performance Framework](#) and National Health and Wellbeing Outcomes in addition to local contribution through all CJP partners and other local organisations and partnerships.

The Community Justice Partnership is a statutory partnership of the Community Planning Partnership (CPP), known as the Clackmannanshire Alliance. This partnership endorses Community Justice Outcome Improvement Plans and Annual Reports prepared by the Community Justice Partnership in line with the CPP's Local Outcome Improvement Plan. The Clackmannanshire Alliance is the Community Planning Partnership for Clackmannanshire, with a range of strategic partnerships feeding into it. The Community Justice Partnership reports directly into The Alliance.

The [Clackmannanshire Local Outcomes Improvement Plan](#) is a 10 year plan published in 2017 and informs priorities for the Clackmannanshire Community Justice Improvement Plan.

The Alliance has been working with the Scottish Government on plans to develop a Wellbeing Economy for Clackmannanshire, embedding alongside, the five pillars of Community Wealth Building.. The initial priorities and key areas for action identified through this have been used to inform the development of a new LOIP which will commence in 2024.

## What is Clackmannanshire Community Justice Partnership?

Partnership working is essential to improving community justice outcomes. The Community Justice Partnership involves input from a diverse range of individuals and organisations covering a wide-range of interests, including social work, police, third sector (charities, social enterprises and voluntary groups), housing, employability and health and wellbeing. The most effective way to improve outcomes for people and communities is by joined up working with all partners at the planning stage. Community is at the heart of the model.

## What is Community Justice?

Community justice is where people who have broken the law are held to account and supported to reconnect and contribute to their communities.....The evidence shows community justice can help people stop breaking the law again leading to fewer victims and safer communities.'

*(Community Justice Scotland)*

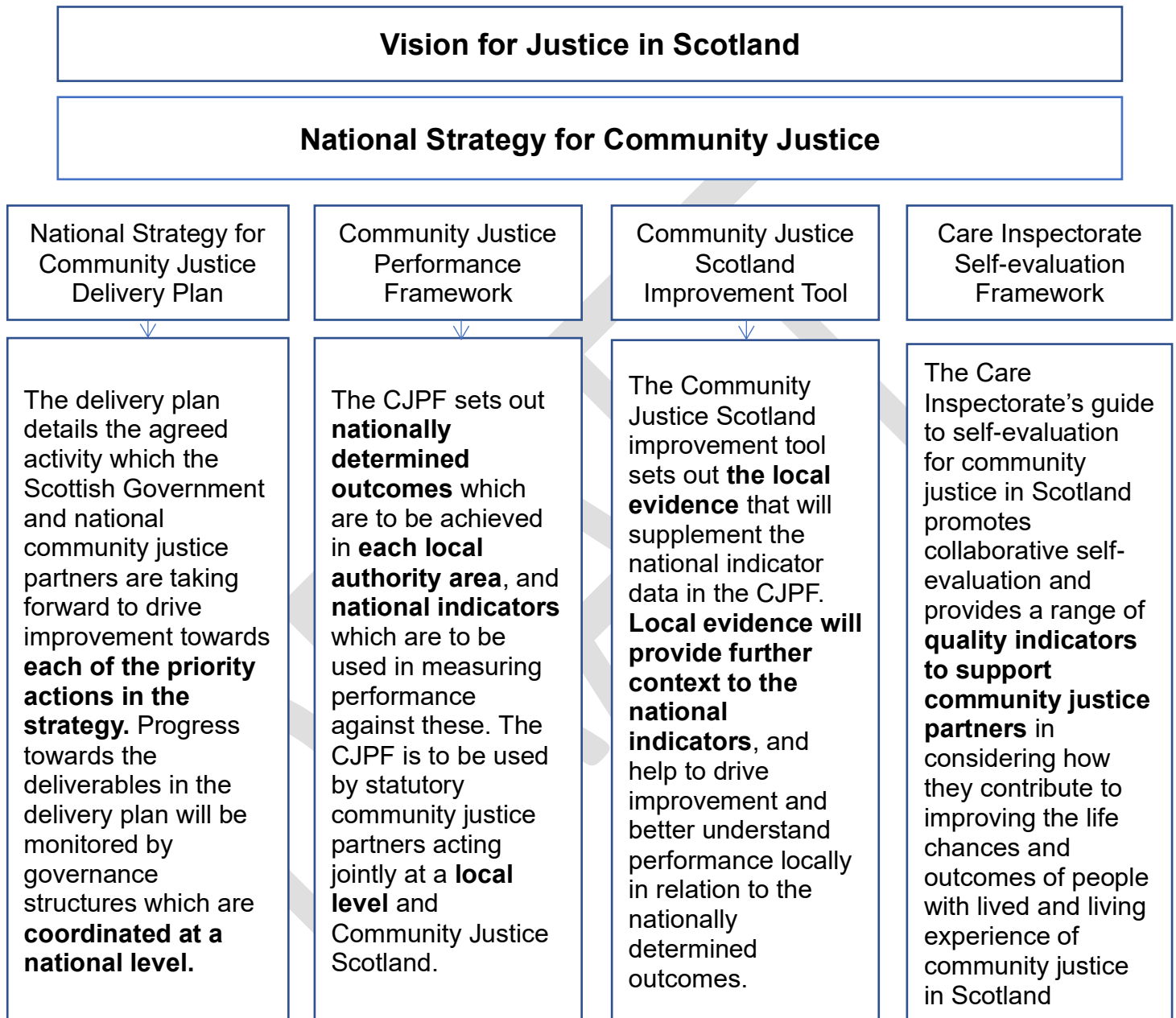
Where it is safe to do so, people who commit certain crimes receive community-based disposals. This can include disposals such as Community Payback Orders (CPOs) where individuals can be directed to undertake periods of supervision, and/or Unpaid Work. During periods of supervision individuals can be supported to address factors that might contribute to them being in contact with the justice system such as treatment for problematic substance use, support with mental ill-health or access to employment/education and housing. Other community based disposals available to the Courts include Structured Deferred Sentences (a short term intervention providing social work support to address needs); Monetary Penalties (fines/compensation) and restrictions of liberty such as electronic tagging and curfews.

## The National Policy Context

The National Strategy for Community Justice (Scottish Government, 2022) sets out 4 national aims (listed below) and 11 priority actions (see Appendix 1) to take these forward.

1. Optimise the use of diversion and intervention at the earliest opportunity.
2. Ensure that robust and high quality community interventions and public protection arrangements are consistently available across Scotland.
3. Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence.
4. Strengthen the leadership, engagement, and partnership working of local and national community justice partners.

In addition, the National Justice Performance Framework (Scottish Government, 2023) supports reporting on the national strategy, alongside additional tools provided by Community Justice Scotland and The Care Inspectorate. More details of these are set out in the diagram below.



### Clackmannanshire Community Profile

The smallest mainland local authority in Scotland, in 2022 the population of Clackmannanshire was 51,540; less than 1% of the Scottish population. Clackmannanshire Council serves five different electoral wards – Clackmannanshire Central, East, North, South and West. Within these electoral wards,

Clackmannanshire houses 1,334 active postcodes. Clackmannanshire has 9 main localities or neighbourhood settlements:-

- Alloa
- Alva
- Clackmannan
- Dollar
- Menstrie
- Muckhart
- Sauchie
- Tullibody
- Tillicoultry

In 2020, 20.6% of the population of Clacks were 65 and over (10, 576), which is higher than the Scottish average of 19.3%. Population projections from National Records of Scotland (NRS) suggest that the population aged 75+ in Clacks will increase by 41.5% from 2018-2028 (compared to a projection of 25.4% nationally). This suggests there will be an increased demand for health and social care services within Clacks in the future.

10% of Clackmannanshire's total population is ranked within the decile of highest deprivation (Decile 1) and only 5% of the population is ranked within the lowest deprivation decile (Decile 10). Compared to surrounding local authority areas, Clackmannanshire has 4% more of the total population within the most deprived decile than Stirling, and 5% more than Falkirk. Stirling also has 12% more of the total population within the least deprived decile and Falkirk has 1% more.

The total reported crime rates for Clackmannanshire have fallen between 2020-21 and 2021-22, consistent with national crime rates. Between 2020/21 and 2021/22, there was a 4% reduction in total crime nationally and a 5% reduction in Clackmannanshire. These fluctuations may be attributed to the impacts of COVID from 2019-2021, as the Scottish Government states in the 2021-22 crime report (Recorded Crime in Scotland 2021-22, Scottish Government 2022). With a population of 14,130, Alloa is the area of Clackmannanshire that houses much of the total population. Alloa North and West have similar rates to other areas in Clacks, whereas Alloa South and East display a significantly higher level of crime. Alloa South and East has a crime rate of 1,138 per 10,000 people, which is a difference of 787 from the next highest – Sauchie. Through analysis of the Scottish Index of Multiple Deprivation, Alloa South and East present higher levels of deprivation than other areas in Clackmannanshire.

Overall, the rate of health loss in Clackmannanshire is 10% higher than the Scottish rate. The estimated total burden has increased by 7% from 2019 compared to the burden in 2016 (ScotPHO Scottish Burden of Disease Clacks 2019, published 2021).

### **Strategic Strengths and Needs Assessment (SNSA)**

Our priorities and areas for improvement identified in this Plan were informed by extensive consultation carried out through our SNSA. The SNSA is based on the following objectives:-

1. To understand the demographic of the local justice population and those at risk of entering the justice system in Clackmannanshire.
2. To understand the needs of the local justice population and those at risk of entering the justice system in Clackmannanshire.
3. To develop local justice journeys and service mapping based on lived experience and identify to what extent the needs of individuals are met within local service provision.
4. To identify improvement actions to support (a) the identification of the needs within the local justice population and (b) to increase how collectively, as community justice services, we meet the needs identified at the earliest opportunity.
5. To support horizon scanning activities and identify improvement actions that relate to national policy and local need.
6. To ensure that lived experience is central to future community justice planning and policy development.

The SNSA identified the following as the main issues which will affect people in contact with the justice system (both perpetrators and victims of crime) in Clackmannanshire:-

- Ageing population
- Substance use (drugs and alcohol)
- Poverty
- Unresolved trauma / mental health issues
- High numbers of people on remand and receiving custodial sentences
- Barriers to employment
- Care-experienced adults.

A summary of the SNSA will be published in 2024 and will be used as a tool for continuous assessment and self evaluation of progress by the CJP.

## **Participation Statement**

Clackmannanshire Community Justice Partnership is committed to ensuring that the voice of people with lived experience of the justice system is at the heart of our strategic planning, service development, delivery and review. We will continue to work with communities and local services who are involved in the community justice arena. This participation statement reflects our engagement activity over the last 18 months (2022-23) and identifies the gaps in our engagement. The Delivery Plan will detail the actions we will take to address these gaps and improve outcomes for people throughout their justice journeys.

During 2022-23 we have:-

- Carried out extensive consultation with CJP partners, organisations involved in supporting people in the justice system and people with lived experience, in order to inform our Strategic Needs and Strengths Assessment. The workshops were based on case studies developed through interviews with

Clackmannanshire community members who have lived experience of the justice system (with perpetrators and victims of crime).

- Worked with the Resilience Learning Partnership, a local lived experience led organisation to develop case studies through interviews with Clackmannanshire community members who have lived experience of the justice system (with both perpetrators and victims of crime). All case studies were fully anonymised. A further 3 case studies were developed using the same methodology by Apex Scotland, a local employability organisation who work with Justice Services at Clacks Council to support the completion of CPOs.
- 11 workshops took place between August - September 2022, facilitated by Apex and The Resilience Learning Partnership. 10 in person; 1 online; Included 3 workshops with people who have lived experience of the justice system; A total of 50 people took part.
- A development session with CJP partners on 14<sup>th</sup> November 2022, facilitated by The Improvement Service, to identify priority actions for the new CJOIP. The session also provided an opportunity for the Partnership to discuss progress made in delivering the current CJOIP 2021-23, reflect on learning from case studies and Justice Journeys workshops and raise awareness of the aims and priorities set out in the revised National Strategy for Community Justice.
- CJP partners include CTSI and RLP. At end 2022 CJP adopted a co-chairing approach to meetings with the following 4 organisations sharing the chairing responsibilities for the partnership:- CSHSCP, RLP, Clackmannanshire Council Justice Services and Police Scotland.
- CJP partners have taken it in turns to present on their organisation to the CJP and to provide an opportunity for CJP to discuss how each partner's work relates to community justice and can support taking forward the CJP priorities and national CJ priorities.
- Public consultation on the draft CJOIP through Clackmannanshire Council Citizens Space, CTSI Community Breakfast and all CJP partners.
- Joint community justice third sector forum shared with Stirling CJP with membership from 18 local third sector organisations.
- CJP engagement / representation on the CSADP Commissioning Consortium. In addition the CJP Coordinator led the engagement of lived experience in the development of the new Positive Moves approach to Employability in Clacks.

*'Effective services must be designed with and for people and communities – not delivered, top down for administrative convenience. In order to be effective, community engagement must be relevant, meaningful and have a clearly defined focus.'* (Planning With People; COSLA, Scottish Government 2023)

### **Our Vision:**

**To embed a human rights based approach to justice that puts the voices of lived experience at the heart of policy and service development.**

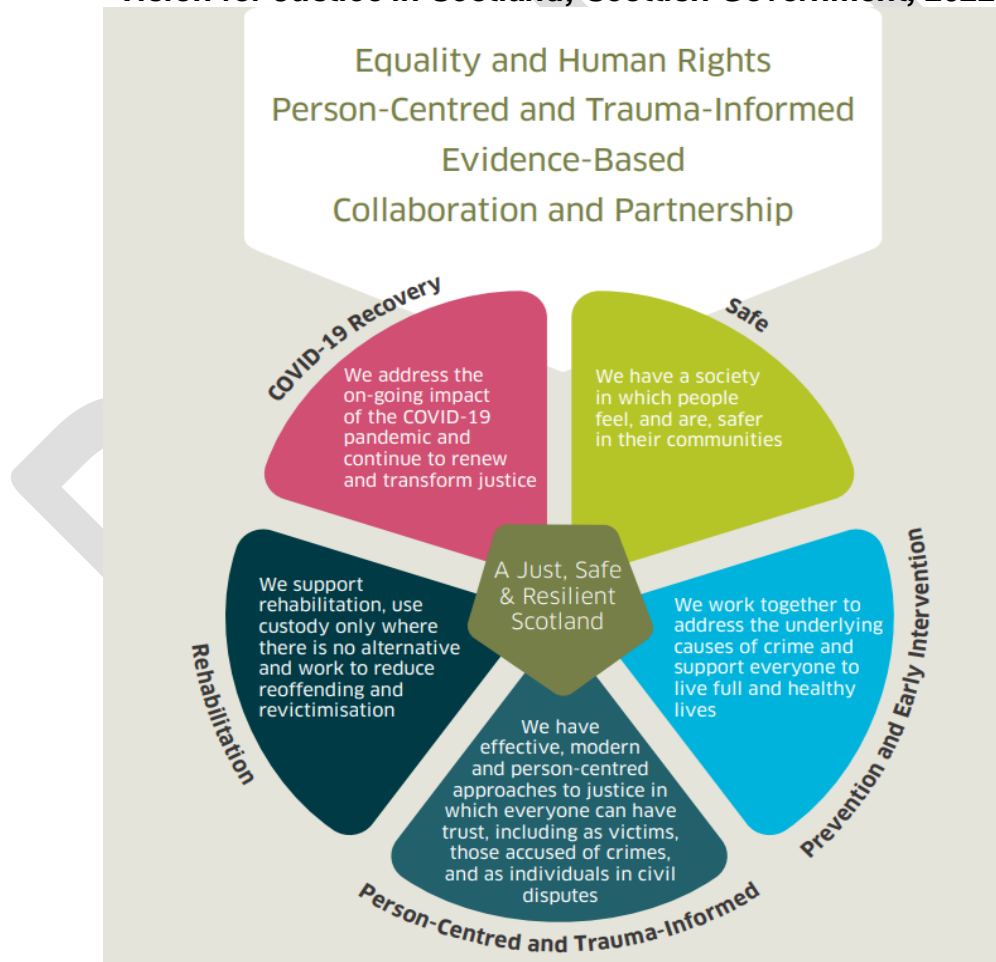
The Vision for Justice in Scotland (see below) is based on evidence of what we know

works to achieve the long term outcomes set out. The two key transformation priorities set out in the Vision for Justice in Scotland are:

- ensuring justice services embed person centred and trauma informed practices, and
- working across public services to improve outcomes for individuals, focussing on prevention and early intervention.

Our Strategic Needs and Strengths Assessment identified the above as key areas that we need to continue to develop as a partnership in order to improve outcomes for all people involved with the justice system i.e. those who have been accused of or committed a crime and victims / witnesses of crime. We will do this through focussing on the priorities and areas for improvement set out in this Plan. The National Strategy for Community Justice sets out the aim for CJPs to ‘support rehabilitation, use custody only where there is no alternative and work to reduce reoffending and revictimisation’. This is reflected in the Outcomes in the Delivery Plan below.

***Vision for Justice in Scotland; Scottish Government, 2022***



**Our Focus and Priorities:**

Through working with our partners to assess justice journeys within Clackmannanshire we have identified key strengths, challenges and areas for

improvement. These have been considered under the 4 national aims of the Community Justice Strategy and the relative outcomes and actions to achieve these are set out in the Delivery Plan below. Key priorities identified by partners for the CJP to focus on over the next 5 years are:

- Early intervention is key;
- Continue to strengthen a Whole Systems Approach based on Community Justice being “everyone’s business”;
- Adopt a trauma-informed approach to community justice;
- Identify and address workforce development needs and opportunities.

## Areas for Improvement

**Key areas for improvement identified through the SNSA are:-**

- Embed **lived experience** feedback in the process of quality assurance of services that provide support to people involved in the justice system. Consider extension of the justice journeys work carried out for this report to provide a system for ongoing monitoring of service provision.
- Further development of a **whole systems approach** to service delivery, with a particular focus on earlier intervention for issues such as substance use, mental health and trauma should be taken forward in partnership and built into strategic planning in tandem with CSADP, VAWP, STRIVE, CSHSCP and other strategic and local partnerships. Reflection of shared priorities and outcomes that are based on a human rights based approach will allow better alignment of planning across the community planning partnership and support joint commissioning processes.
- Pathways through the justice process need to be transparent and easily negotiable. Consistent **peer / lived experience support / mentoring** for people in contact with the justice system would help to reduce disengagement with services and build confidence in support services.
- Victims' pathways need to be clear with regular communication about progress with proceedings and support available. In addition, **all services involved in supporting victims and witnesses should do this in ‘a trauma informed and responsive way’** using the new framework for working with victims and witnesses ‘Trauma Informed Justice’ (NES, Scottish Government 2023).
- Review **workforce development needs** across the justice workforce to ensure that the appropriate level of trauma informed training is embedded within both statutory and third sector services. Review should be supported by the national ‘Creating Trauma-Informed Change’ Quality Improvement Framework 2023 (NES, SG, CoSLA, RLP, The Improvement Service).
- The CJP should continue to explore opportunities to **increase the use of diversion and non-custodial sentences** through continued improvement to



available options for diversion and community orders. Also increase awareness of all options available through the CJS Community Support Services Tool across all community justice partners, particularly working with COPFS and SCTS to support this.

- The CJP should continue to **raise public awareness and understanding of what community justice** means, supported by use of the CJS 'What is Community Justice?' tools.
- The CJP should work with other strategic partnerships to scope out options for provision of an **arrest referral service** that provides support with a range of health and wellbeing factors including substance use, financial support, mental health, employability, childcare etc.

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## DELIVERY PLAN 2023-2028

The Delivery Plan for taking forward the 8 areas for improvement identified for the CJP will be developed over the next 12 months. Outcomes to be achieved for each of the improvement areas are set out in the table below. In some cases these are national outcomes from the Community Justice Performance Framework (Scottish Government 2023 – Appendix 1). For others, where no national outcome exists, a local outcome has been developed for Clackmannanshire CJP.

The Delivery Plan will be in place by Autumn 2024. A network of short-life working groups that feed into the Community Justice Partnership will be established to take forward each outcome and to develop the related part of the Delivery Plan. In order to do this the CJP will work with a wide of range of organisations who support victims of crime and people accused of / who have committed a crime.

The outcomes have been aligned to the 4 aims of the national Community Justice Strategy as follows:-

	NATIONAL STRATEGY AIM	AREA FOR IMPROVEMENT	NATIONAL OR LOCAL OUTCOME
1.	<b>Optimise the use of diversion and intervention at the earliest opportunity</b>	The CJP should continue to explore opportunities to <b>increase the use of diversion and non-custodial sentences</b> through continued improvement to available options for diversion and community orders. Also increase awareness of all options available through the CJS Community Support Services Tool across all community justice partners, particularly working with COPFS and SCTS to support this.	More people successfully complete diversion from prosecution ( <b>National</b> )  More people access services to support desistance from offending. ( <b>National</b> ).
2.		The CJP should work with other strategic partnerships to scope out options for provision of an <b>arrest referral service</b> that provides support with a range of health and wellbeing factors including substance use, financial support, mental health, employability, childcare etc.	More people in policy custody receive support to address their needs ( <b>National</b> )
3.	<b>Ensure that robust and high quality community interventions and public</b>	Review <b>workforce development needs</b> across the justice workforce to ensure that the appropriate level of	Increased skills and knowledge across the workforce to support people throughout their

	<b>protection arrangements are consistently available across Scotland</b>	trauma informed training is embedded within both statutory and third sector services. Review should be supported by the national 'Creating Trauma-Informed Change' Quality Improvement Framework 2023 (NES, SG, CoSLA, RLP, The Improvement Service).	justice journeys using a trauma informed approach ( <b>Local</b> )
4.		Victims' pathways need to be clear with regular communication about progress with proceedings and support available. In addition, <b>all services involved in supporting victims and witnesses should do this in 'a trauma informed and responsive way'</b> using the new framework for working with victims and witnesses 'Trauma Informed Justice' (NES, Scottish Government 2023).	More victims access services and receive consistent support with their needs throughout the justice process. ( <b>Local</b> )
5.	<b>Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence</b>	Further development of a <b>whole systems approach</b> to service delivery, with a particular focus on earlier intervention for issues such as substance use, mental health and trauma should be taken forward in partnership and built into strategic planning in tandem with CSADP, VAWP, STRIVE, CSHSCP and other strategic and local partnerships. Reflection of shared priorities and outcomes that are based on a human rights based approach will allow better alignment of planning across the community planning partnership and support joint commissioning processes.	More joined up pathways and commissioning of services across local strategic partnerships. ( <b>Local</b> )
6.		Pathways through the justice process need to be transparent and easily negotiable. Consistent <b>peer / lived experience support / mentoring</b> for people in contact with the justice system would help to reduce	More integrated pathways of health and social care between statutory and third sector services support victims, and

		disengagement with services and build confidence in support services.	people accused of or who have committed an offence ( <b>Local</b> )  More people access peer support and mentoring. ( <b>Local</b> )
7.	<b>Strengthen the leadership, engagement and partnership working of local and national community justice partners</b>	The CJP should continue to <b>raise public awareness and understanding of what community justice</b> means, supported by use of the CJS 'What is Community Justice?' tools.	More people across the workforce and in the community understand, and have confidence in, community justice. ( <b>National</b> )  Fewer people experience stigma due to involvement in the justice system. ( <b>Local</b> )
8.		Embed <b>lived experience</b> feedback in the process of quality assurance of services that provide support to people involved in the justice system. Consider extension of the justice journeys work carried out for this report to provide a system for ongoing monitoring of service provision.	Community justice services and policies are co-produced. ( <b>Local</b> )  Assurance of services is based on meaningful engagement with people with lived experience. ( <b>Local</b> )

**Appendix 1 Table of National Outcomes and Associated Indicators (Community Justice Performance Framework, Scottish Government 2023)**

Priority Actions from National Strategy for Community Justice	Nationally determined outcomes	National indicators
<b>Aim 1 - Optimise the use of diversion and intervention at the earliest opportunity</b>		
1. Enhance intervention at the earliest opportunity by ensuring greater consistency, confidence in and awareness of services which support the use of direct measures and diversion from prosecution	More people successfully complete diversion from prosecution	Number of diversion from prosecution: <ul style="list-style-type: none"> <li>• assessments undertaken</li> <li>• cases commenced</li> <li>• cases successfully completed</li> </ul>
2. Improve the identification of underlying needs and the delivery of support following arrest by ensuring the provision of person-centred care within police custody and building upon referral opportunities to services including substance use and mental health services	More people in police custody receive support to address their needs	Number of: <ul style="list-style-type: none"> <li>• referrals from custody centres</li> </ul>
<b>Aim 2 - Ensure that robust and high quality community interventions and public protection arrangements are consistently available across Scotland</b>		
3. Support the use of robust alternatives to remand by ensuring high quality bail services are consistently available and delivered effectively	More people are assessed for and successfully complete bail supervision	Number of: <ul style="list-style-type: none"> <li>• assessment reports for bail suitability</li> <li>• bail supervision cases commenced</li> <li>• bail supervision cases completed</li> </ul>
4. Strengthen options for safe and supported management in the community by increasing and widening the use of electronic monitoring technologies	<i>No nationally determined outcome. This priority action currently has no robust and measurable nationally determined outcome. This will be considered as part</i>	N/A

	<p><i>of future development.</i></p> <p><i>Local evidence can still be collected to support activity relating to this priority action.</i></p>	
5. Ensure that those given community sentences are supervised and supported appropriately to protect the public, promote desistance from offending and enable rehabilitation by delivering high quality, consistently available, trauma-informed services and programmes	More people access services to support desistance and successfully complete community sentences	<p>Percentage of:</p> <ul style="list-style-type: none"> <li>• community payback orders successfully completed</li> <li>• drug treatment and testing orders successfully completed</li> </ul>
6. Ensure restorative justice is available across Scotland to all those who wish to access it by promoting and supporting the appropriate and safe provision of available services	<p><i>No nationally determined outcome.</i></p> <p><i>Achievement of this priority action will be tracked through the implementation of the restorative justice action plan and other national governance structures.</i></p> <p><i>Local evidence can still be collected to support activity relating to this priority action.</i></p>	N/A
<b>Aim 3 - Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence</b>		
7. Enhance individuals' access to health and social care and continuity of care following release from prison by improving the sharing of information and partnership-working between relevant partners	More people have access to, and continuity of, health and social care following release from a prison sentence	<p>Number of transfers in drug/alcohol treatments from:</p> <ul style="list-style-type: none"> <li>• custody to community</li> </ul>

8. Ensure that the housing needs of individuals in prison are addressed consistently and at an early stage by fully implementing and embedding the Sustainable Housing on Release for Everyone (SHORE) standards across all local authority areas	More people have access to suitable accommodation following release from a prison sentence	Number of: <ul style="list-style-type: none"> <li>homeless applications where prison was the property the main application became homeless from</li> </ul>
9. Enhance individual's life skills and readiness for employment by ensuring increased access to employability support through effective education, learning, training, career services and relevant benefit services	More people with convictions access support to enhance their readiness for employment	Percentage of: <ul style="list-style-type: none"> <li>those in employability services with convictions</li> </ul>
10. Enhance community integration and support by increasing and promoting greater use of voluntary throughcare and third sector services	More people access voluntary throughcare following a short term prison sentence	Number of: <ul style="list-style-type: none"> <li>voluntary throughcare cases commenced</li> </ul>
<b>Aim 4 - Strengthen the leadership, engagement, and partnership working of local and national community justice partners</b>		
11. Deliver improved community justice outcomes by ensuring that effective leadership and governance arrangements are in place and working well, collaborating with partners and planning strategically	<p><i>No nationally determined outcome.</i></p> <p><i>Improvement in relation to this priority action can be demonstrated through progress in the 9 outcomes in the CJPF. The themes within this priority action are also captured within the Care Inspectorate's guide to self-evaluation for community justice partners in Scotland.</i></p> <p><i>Local evidence can still be collected to support activity relating to this priority action.</i></p>	N/A
12. Enhance partnership planning and implementation by ensuring the voices of	<i>No nationally determined outcome.</i>	N/A

<p>victims of crime, survivors, those with lived experience and their families are effectively incorporated and embedded</p>	<p><i>Improvement in relation to this priority action should be built into the work to progress the 9 outcomes in the CJPF. The themes within this priority action are also captured within the Care Inspectorate's guide to self-evaluation for community justice partners in Scotland.</i></p> <p><i>Local evidence can still be collected to support activity relating to this priority action.</i></p>	
<p>13. Support integration and reduce stigma by ensuring the community and workforce have an improved understanding of and confidence in community justice</p>	<p>More people across the workforce and in the community understand, and have confidence in, community justice</p>	<p>Percentage of people who agree that:</p> <ul style="list-style-type: none"> <li>• people should help their community as part of a community sentence rather than spend a few months in prison for a minor offence</li> </ul>

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## **APPENDIX 2**

### **Membership of Clackmannanshire Community Justice Partnership**

- Clackmannanshire Council - Criminal Justice Social Work, Housing, Children & Families, Chief Social Work Officer, Economic Development
- NHS Forth Valley
- Police Scotland
- Scottish Fire & Rescue Service
- Skills Development Scotland
- Clackmannanshire and Stirling Health and Social Care Partnership
- Clackmannanshire Violence Against Women Partnership
- Clackmannanshire and Stirling Alcohol and Drug Partnership (CSADP)
- Scottish Courts and Tribunal Service
- The Crown Office & Procurator Fiscal Service
- Clackmannanshire Third Sector Interface
- Scottish Prison Service
- Resilience Learning Partnership
- Local Employability Partnership (LEP)



# Table of National Aims and Priority Actions

National aim	Priority action
1. Optimise the use of diversion and intervention at the earliest opportunity	1. Enhance intervention at the earliest opportunity <b>by</b> ensuring greater consistency, confidence in and awareness of services which support the use of direct measures and diversion from prosecution
	2. Improve the identification of underlying needs and the delivery of support following arrest <b>by</b> ensuring the provision of person-centred care within police custody and building upon referral opportunities to services including substance use and mental health services
2. Ensure that robust and high quality community interventions and public protection arrangements are consistently available across Scotland	3. Support the use of robust alternatives to remand <b>by</b> ensuring high quality bail services are consistently available and delivered effectively
	4. Strengthen options for safe and supported management in the community <b>by</b> increasing and widening the use of electronic monitoring technologies
	5. Ensure that those given community sentences are supervised and supported appropriately to protect the public, promote desistance from offending and enable rehabilitation <b>by</b> delivering high quality, consistently available, trauma-informed services and programmes
	6. Ensure restorative justice is available across Scotland to all those who wish to access it <b>by</b> promoting and supporting the appropriate and safe provision of available services
3. Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence	7. Enhance individuals' access to health and social care and continuity of care following release from prison <b>by</b> improving the sharing of information and partnership-working between relevant partners
	8. Ensure that the housing needs of individuals in prison are addressed consistently and at an early stage <b>by</b> fully implementing and embedding the Sustainable Housing on Release for Everyone (SHORE) standards across all local authority areas
	9. Enhance individual's life skills and readiness for employment <b>by</b> ensuring increased access to employability support through effective education, learning, training, career services and relevant benefit services
	10. Enhance community integration and support <b>by</b> increasing and promoting greater use of voluntary throughcare and third sector services
4. Strengthen the leadership, engagement, and partnership working of local and national community justice partners	11. Deliver improved community justice outcomes <b>by</b> ensuring that effective leadership and governance arrangements are in place and working well, collaborating with partners and planning strategically
	12. Enhance partnership planning and implementation <b>by</b> ensuring the voices of victims of crime, survivors, those with lived experience and their families are effectively incorporated and embedded
	13. Support integration and reduce stigma <b>by</b> ensuring the community and workforce have an improved understanding of and confidence in community justice

