

PERTH AND KINROSS COMMUNITY JUSTICE PARTNERSHIP

OUTCOMES IMPROVEMENT PLAN 2017 - 2020

BACKGROUND

The Scottish Government's Vision for Community Justice -

Scotland is a safer, fairer and more inclusive nation where we:-

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

The delivery of Community Justice services in Perth and Kinross has a strong history of success.

The Community Justice (Scotland) Act 2016 was passed by the Scottish Parliament last year. The purpose of the Act is to establish a new model for the governance and delivery of Community Justice in Scotland.

The Act dissolves Community Justice Authorities (CJAs) with effect from 1 April 2017 and replaces them with Community Justice Partnerships in each of the 32 local authority areas in Scotland.

The Act defines Community Justice and who the Statutory Partners are. It requires the Statutory Partners to;

- focus on improving community justice outcomes locally
- publish a community justice outcomes improvement plan
- publish a Participation Statement on their engagement with third sector and communities as part of the community justice planning process
- review plans periodically
- take account of the National Strategy for Community Justice when developing their plan and the Local Outcomes Improvement Plan (LOIP) when developing their own plan
- annually report progress against the plan using the national outcomes for community justice outlined in the National Performance Framework

The statutory partners for community justice as outlined in the Act are:

- Chief Constable of Police Scotland
- Health Boards
- Integration Joint Boards for Health and Social Care
- Local Authorities
- Scottish Courts and Tribunals Service
- Scottish Fire and Rescue Service
- Scottish Ministers (i.e. Scottish Prison Service, Crown Office & Procurator Fiscal Service)
- Skills Development Scotland

Whilst the Act states that Community Justice Partnerships are only answerable to the statutory partners own governance arrangements, the Perth and Kinross Community Planning Partnership has agreed that the Community Justice Partnership should be part of the local community planning process and will report to it.

On 24 November 2016 the Cabinet Secretary for Justice launched the National Community Justice Strategy. In addition two other documents;

- Guidance for Community Justice Partners
- Outcomes and Improvement Framework for Community Justice

were published.

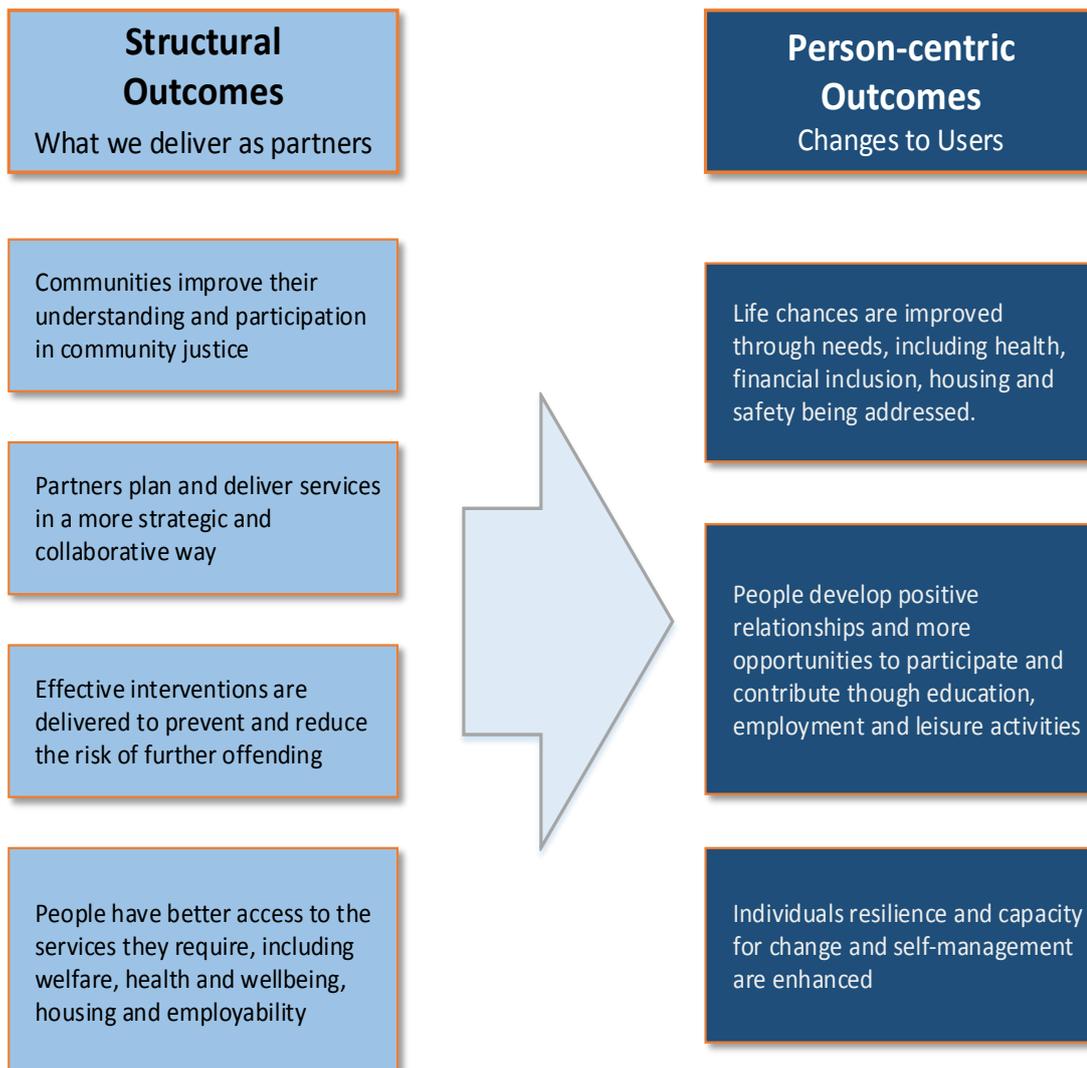
NATIONAL COMMUNITY JUSTICE STRATEGY

The National Strategy provides a vision for community justice in Scotland - 'Scotland is a safer, fairer and more inclusive nation where we:-

- Prevent and reduce further offending by addressing its underlying causes; and
- Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens'

Community Justice is defined in the draft Strategy 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 Strategy will has seven outcomes which are show in the diagram below-



In addition there are four priorities identified in the National Strategy:

Improved community understanding and participation – this section is focussed on increasing awareness of community justice issues to improve understanding and reduce stigma; as well as strengthening participation in the planning, delivery and evaluation of community justice services and policy.

Strategic planning and partnership working – the new model for community justice requires a wide range of statutory and non-statutory partners to work together to improve community justice outcomes. This section of the strategy focuses on how to ensure these partners work together effectively, that there is a strong leadership at national and local level, resources are used strategically, and that there is a well-trained and effective community justice workforce.

Effective use of evidence-based interventions – this section recommends improvement actions to ensure the delivery of effective, evidence-based interventions at all appropriate points in the community justice system, as well

as adopting a person-centred approach, tailored to meet the differing demands of specific groups and focused on getting people into support.

Equal access to services – this section is focused on ways to make equal access to services a reality and to ensure that people who have committed offences and their families have equal access to the services that will help them to desist from offending such as health, housing and welfare.

The National Strategy is set for a five-year period but can be refreshed by Scottish Ministers at any time. Statutory partners must give due consideration to the strategy when preparing their community justice plans.

GUIDANCE FOR LOCAL PARTNERSHIPS

This guidance specifies who the statutory partners are and outlines their roles in relation to the new model for community justice. It is intended to provide support and advice to the statutory partners in the development of their community justice outcomes improvement plan for the local authority area as required by the Act as well as to wider community justice partners and stakeholders.

The guidance also outlines the requirements for a publication of a Participation Statement as part of the plan approach. It can be published as part of the plan or separate to the plan. The Participation Statement will allow the statutory partners to identify how they have consulted and engaged with the third sector involved in community justice and relevant local community bodies in the preparation of the plan.

One of the key building blocks of the new model is collaborative working. The statutory partners must work together to prepare, publish and annually report on the plan for the local authority area in relation to the performance framework and national strategy for community justice. It also reinforces the statutory partners' joint responsibility for the preparation, implementation and review of the plan.

OUTCOMES, PERFORMANCE AND IMPROVEMENT FRAMEWORK

The Outcomes, Performance and Improvement (OPI) Framework is intended to provide community justice partners and Community Justice Scotland with opportunities to measure progress, drive improvement, offer consistency and transparency and link decisions and actions to analysis of need and what works, leading to increased efficiency and effectiveness. It is not intended as a simple performance management tool but as a means to provide community justice partners with the information they need to focus efforts on the improvements that matter to their local areas. It is intended to allow community justice partners and Community Justice Scotland to report on achievements as well as identify issues and blockages and evaluate the impact of services on personalised outcomes.

The OPI identifies;

- 31 Improvement Actions for the 4 Priorities
- 6 Principles (3 Quality Ambitions – 3 Quality Principles)
- 27 common indicators

Key to the development of the 27 common indicators has been striking the correct balance to ensure that statutory Community Justice Partners demonstrate the achievement of outcomes to communities and their lines of accountability. In addition, there will be assurance provided across Scotland by Community Justice Scotland while ensuring that this does not become a major data collection exercise.

The following types of indicator have been developed;

Quantitative: those which require statistical data and analysis. If something is defined as a common indicator here, it must be measured consistently and robustly across local areas. We also need to be clear that some measures will be contextual due to issues of attribution.

Change and impact: affords the opportunity to show activity that has been carried out, what this has meant for the local area, the impact of the activity, the resultant change, user and community views; leading to the sharing of good practice. Undertaking the activity is not an end in itself but a precursor to achieving an improved outcome. Partners should consider and measure the improvement, the movement for the service or individual, the impact and the change for people and communities brought about as a result of the activity. The '5 Step Approach to Evaluation' explains this in more depth.

Contextual information: contextual drivers, including those of demand, to guide planning rather than direct indicators of performance.

The starting point is that all indicators must be used. However, where statutory Community Justice Partners for an area collectively identify that a particular indicator is not relevant for them at that point in time, they must specify their reasons for this conclusion in their Community Justice Outcomes Improvement Plan.

Where Partners choose not to report on a common indicator the partners must specify in their plan why they feel it does not apply in their area. Partners may also indicate that they will not report on a common indicator on the ground that it is irrelevant for their area.

Partners may identify additional locally determined outcomes (and associated indicators), targets and initiatives as they consider appropriate based on the profile and needs of the local area.

When providing evidence against the indicators, there must be examples of both good practice and examples where lessons can be learned to effect improvement.

COMMUNITY JUSTICE SCOTLAND

A new body, Community Justice Scotland has been established. It will work closely with statutory community justice partners, the third sector and a range of other parties to provide support and leadership for community justice. The body will bring enhanced opportunities for innovation through the establishment of a Hub for the promotion of Learning and Development. It will also provide assurance to Scottish Ministers and Local Government Leaders on the delivery of improved outcomes for community justice and provide improvement support as required.

GOVERNANCE

Perth & Kinross [Community Plan/Single Outcome Agreement 2013-2023](#) clearly describes how the Community Planning Partnership will achieve our shared ambition for excellence.

The plan sets out five strategic objectives:

- Giving every child the best start in life
- Developing educated, responsible and informed citizens
- Promoting a prosperous, inclusive and sustainable economy
- Supporting people to lead independent, healthy and active lives
- Creating a safe and sustainable place for future generations

It further states the following ambition:

“Ensuring that Perth and Kinross is a place where everyone enjoys a pleasant and safe environment is important to the wellbeing of communities. Everyone has the right to live in safe and secure environment, where they feel protected and able to go about their business without fear of crime. Action to prevent and reduce crime and anti-social behaviour, accident prevention and protecting children and vulnerable adults are vital to the wellbeing of our communities. In addition to safety, our communities benefit from having a beautiful natural environment around them which is one of the most significant assets of Perth and Kinross, and we have a responsibility to protect and enhance it. We also have a duty to act locally in making a positive contribution towards the wider environment by reducing the effects of climate change.”

The reduction of inequality is an inherent part of the Plan/SOA.

Community Justice in Perth and Kinross is set within the established Community Planning arrangements and will report through them.

A Community Justice Partnership has been established chaired by an elected member of the Council in the first instance. All eight statutory partners are represented around the table. In addition to the statutory partners Perth and Kinross Association of Voluntary Service (PKAVS) have been co-opted as a member of the shadow partnership. Discussions are being held with groups representing victims and people with lived experience of the community

justice system to also be co-opted. This group will work alongside and with the established Community Safety Partnership as many of their aims and objectives are shared.

KEY FACTS

Perth and Kinross – Community Justice Area Profile

General Information

The population of Perth and Kinross in 2015 was 149,930. This is an increase of 0.7% from the previous year. The population of Perth and Kinross is expected to grow. By 2039, the population is projected to be 167,087. This is an increase of 12.2% when compared with 2014.

The population of Perth and Kinross is older than the national average. Those aged 60 and over make up 28.9% of the population compared with 24.2% in Scotland. By 2039, the age group that is projected show the largest increases is the 75 and over age group. This mirrors projections for Scotland as a whole.

Data from the 2011 National Census shows that the majority of the population of Perth and Kinross were identified as White Scottish (81.8%). Another 11.3% were identified as either White-British or White-Irish resulting in a British white population of 93.9%.

Perth and Kinross is divided into 5 localities, each with their own Locality Action Partnership and Locality Action Plan. The localities are Eastern Perthshire (Carse of Gowrie, Strathmore, Blairgowrie and the Glens), Highland and Strathtay, Strathearn and Strathallan, Perth City, and Kinross-shire and Almond & Earn.

Crime Picture

Recorded crime

Crime Group	2010-11	2011-12	2012-13	2013-14	2014-15
Group 1: Non-sexual crimes of violence	162	140	141	127	90
Group 2: Sexual Crimes	114	105	169	209	261
Group 3: Crimes of dishonesty	2887	2727	2615	2360	2478
Group 4: Fire-raising, vandalism etc	1225	1060	980	852	830
Group 5: Other crimes	1254	1288	1108	1382	1249
Group 1-5: Total crimes	5642	5320	5013	4930	4908
Group 6: Miscellaneous Offences	3,844	2,795	2,983	3,075	2,526

Group 7: Motor offences	N/A	N/A	N/A	6,640	3,142
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There has been an overall reduction in recorded crime by 15% in Perth and Kinross over the past 5 years since 2010-11. Crimes of dishonesty account for half (50.5%) of all recorded crime in Perth and Kinross with other crimes including breach of the peace the second most common (25.5%) recorded crime type. Crimes of fire-raising, vandalism etc account for 16.9% of all crimes in Perth and Kinross. Sexual crimes account for 5.3% of crimes and non-sexual crimes of violence account for the remaining 1.8% of all crimes.

Despite the general overall reduction in recorded crime, this reduction is not consistent across all crime types over the same period. For example, while crimes of fire-raising, vandalism etc have shown consistent year-on-year reductions, sexual crimes have increased on a year-on-year basis.

During the same time period the picture for Scotland overall is one of a consistent, year-on-year reduction in crime, falling by 21% since 2010-11. As with Perth and Kinross, crimes of dishonesty are the most common crime type (49.5%) while non-sexual crimes of violence are the least common (2.5%). Similar to Perth and Kinross, sex crimes have showing a year-on-year increase while crimes of fire-raising, vandalism etc are showing consistent year-on-year reductions.

Domestic Abuse Incidents

	2010-11	2011-12	2012-13	2013-14	2014-15
PKC	1060	1162	1236	1351	1529
Scotland	55698	59847	60080	58439	59882

Specific incidents recorded by the Police also have consistent patterns across both Perth and Kinross and Scotland as a whole. For example, in Perth and Kinross incidents of domestic abuse are showing a year-on-year increase, from 1060 in 2010-11 to 1529 in 2014-15 whereas in Scotland they have increased from 55698 to 59882 over the same time period. In contrast, incidents of racist abuse show a more variable pattern. Between 2010-11 and 2013-14, incidents in Perth and Kinross initially decreased but have subsequently risen from 81 in 2012-13 to 89 in 2013-14. Across Scotland, incidents initially increased then fell but increased again between 2012-13 and 2013-14.

Convictions

CJA	Main crime or offence	2010-11	2011-12	2012-13	2013-14	2014-15
Tayside	All crimes & offences	9,669	9,689	8,747	9,093	9,605
Scotland		115,575	108,388	101,015	105,626	106,507

Main crime or offence – Tayside data	2010-11	2011-12	2012-13	2013-14	2014-15
Group 1: Non-sexual crimes of violence	125	186	119	111	123
Group 2: Sexual crimes	58	68	58	65	84
Group 3: Crimes of dishonesty	1,967	2,033	1,540	1,355	1,272
Group 4: Fire-raising, vandalism etc	310	291	214	235	227
Group 5: Other crimes	1,767	1,810	1,539	1,348	1,553

Conviction data at Tayside CJA level has followed a similar pattern to the Scotland-wide data since 2010-11. This has seen the number of convictions for all crimes and offences initially decrease until 2012-13 and then increase from 2013-14. This pattern is not consistent across all crime types however. For example, Crimes of Dishonesty initially increased but have then fallen consistently since 2012-13 whereas Fire-raising, vandalism etc. initially fell, then rose in 2013-14 but fell again in 2014-15.

Sentencing

CJA	Main crime or offence	Custody	Community Order	Monetary Penalty	RLO	DTTO	Admonish	Absolute Discharge
Tayside	All crimes & offences	1,260	1525	5,222	129	11	1,201	51
Scotland		13,957	16,809	56,843	1,172	538	16,418	658

Main crime or offence - Tayside CJA	Custody	Community Order	Monetary Penalty	RLO	DTTO	Admonish	Absolute Discharge
Group 1: Non-sexual crimes of violence	62	36	6	11	0	7	0
Group 2: Sexual crimes	27	44	7	2	0	4	0
Group 3: Crimes of dishonesty	531	256	244	26	9	198	8
Group 4: Fire-raising, vandalism etc	44	61	93	2	0	27	0
Group 5: Other crimes	362	353	492	31	2	302	11

Sentencing data highlights that a monetary penalty was the most common sentencing option when all crimes and offences are considered together. This is the same for both Tayside CJA and Scotland as a whole.

New Custodial Sentences

CJA	Main crime or offence	Up to 3 months	Over 3 months to 6 months	Over 6 months to 2 years	Over 2 years to less than 4 years	4 years and over	Average length of sentence
Tayside	All crimes & offences	451	580	351	59	17	228
Scotland		4,092	5,225	3,587	616	394	285

Main crime or offence - Tayside CJA	Up to 3 months	Over 3 months to 6 months	Over 6 months to 2 years	Over 2 years to less than 4 years	4 years and over	Average length of sentence
Group 1: Non-sexual crimes of violence	-	5	38	15	3	653
Group 2: Sexual crimes	-	5	11	3	8	876
Group 3: Crimes of dishonesty	175	240	102	12	2	181
Group 4: Fire-raising, vandalism etc	12	19	11	1	-	185
Group 5: Other crimes	141	124	73	21	3	222

There are some small differences in the length of custodial sentences that Tayside offenders receive when compared with Scotland as a whole. For example, 31% of Tayside offenders received sentences of up to 3 months in 2014-15. This is compared with 29% of offenders across Scotland. In addition, 40% of Tayside offenders received sentences of between 3 and 6 months whereas 37% of offenders across Scotland received the same lengths of sentence.

When considering the main crimes types for Tayside in 2014-15, as would be expected, sexual crimes received the longest average length of sentence with crimes of dishonesty receiving the shortest. The most common sentence for Group 5: Other crimes were sentences of up to 3 months.

Prison Population – June 2013

	Men	Women	All	Imprisonment rate per 100,000 population
Perth and Kinross	159	5	164	133
Scotland	7,446	437	7,883	179

Figures from 2013 show that the imprisonment rate per 100,000 for Perth and Kinross is lower than the rate for Scotland.

Community Payback Orders 2014-15

Local authority area / community justice area	Number of Orders	Orders per 10,000 population ⁽¹⁾	Number of Individuals	Individuals per 10,000 population ⁽¹⁾
Perth and Kinross	454	43.9	381	36.8
Scotland	19,016	49.7	16,302	42.6

In 2014-15, Perth and Kinross had 454 new Community Payback Orders for 381 individuals. The number of orders made as measured by orders per 10,000 of the population was lower than the number issued in Scotland.

Reconvictions 2013-14

Local Authority Group	Number of offenders	Number of offenders convicted	Reconviction Rate
Perth and Kinross	912	220	24.1
Scotland	42,193	11,939	28.3

Local Authority Group	Number of offenders	Number of offenders convicted	Reconviction Rate
Perth and Kinross	912	376	0.41
Scotland	42,193	21,570	0.51

There were 912 offenders in the 2013-14 Perth and Kinross cohort who were reconvicted within one year of their index conviction giving a reconviction rate of 24.1%. Perth and Kinross had the 6th best performance for the average number of reconvictions per offender of the 25 areas with 0.41. This figure was 0.10 below the Scotland figure of 0.51 and was the lowest when compared with the other Tayside LAs. Since 2005-6 performance has steadily

improved in Perth and Kinross with a drop in average reconvictions per offender of 0.23. Nationally, the figure has fallen by 0.09.

Perth and Kinross figures were in the top 5 best performing local authority groups for:

- male offenders
- offenders aged 21-25
- offenders aged 26-30
- offenders aged 40+.

The lowest performing measures for Perth and Kinross were offenders aged under 21 and crimes of dishonesty which were 14th and 13th respectively.

Perth and Kinross also has the 7th best overall average number of reconvictions when compared with the other 24 Local Authority Groups. Perth and Kinross figures were in the top 5 best performing local authority groups for:

- offenders aged 21-25
- offenders who were given a custodial sentence.

The lowest performing measures for Perth and Kinross were offenders aged 31-40 and crimes of dishonesty which were 13th and 14th respectively.

The reconviction rate and the average number of reconvictions per offender for Scotland are both at their lowest for 17 years. In Perth and Kinross, the reconviction rate has fallen 8.5 percentage points since 2004-05, from 32.6% to 24.1%. Similarly, the average number of reconvictions has fallen by 0.25, from 0.66 to 0.41.

Both the reconviction rate and average number of reconvictions have risen slightly for the 2013-14 cohort of offenders by 0.6 percentage points and 0.03 respectively, when compared with the data for the 2012-13 cohort of offenders. While there has been a decrease of 33 in the number of offenders reconvicted since 2012-13, there has been a slight rise in both measures of reconviction. This is attributable to an increase of 20 in the number of reconvictions for the 2013-014 offender cohort. As Perth and Kinross has a relatively small number of offenders and reconvictions, small changes in the number of offenders or number of reconvictions can lead to changes in measures of reconviction.

However, the overall trend for Perth and Kinross since 2004-05 is one of a reducing reconviction rate and average number of reconvictions.

Client Profile

A snapshot of clients who are subject to community-based orders highlights that the majority are based in Perth City (Wards 10,11, and 12), are male and aged between 21 and 35.

Location of clients with CJS Community Orders (February 2017)	Number of clients	% of total
Carse of Gowrie, Strathmore, Blairgowrie and the Glens (Wards 1,2,3)	89	19.7%
Highland and Strathtay (Wards 4,5)	24	5.3%
Strathearn and Strathallan (Wards 6,7)	39	8.6%
Kinross-shire and Almond & Earn (Wards 8,9)	24	5.3%
Perth City (Wards 10,11,12)	276	60.9%
Other LA	1	0.3%
England	1	0.3%
Total	454	100%

Gender	Number of clients	Percentage of clients
Male	360	79.3%
Female	94	20.7%

Age Range	Male	Female
16-17	9 (2.5%)	3 (3.2%)
18-20	38 (10.6%)	12 (12.8%)
21-25	57 (15.8%)	11 (11.7%)
26-30	60 (16.7%)	13 (13.8%)
31-35	60 (16.7%)	10 (10.6%)
36-40	38 (10.6%)	8 (8.5%)
41-45	32 (8.9%)	10 (10.6%)
46-50	23 (6.4%)	14 (14.9%)
51-55	20 (5.6%)	7 (7.5%)
56-60	9 (2.5%)	3 (3.2%)
61+	13(3.6%)	2 (2.1%)
Missing	1 (0.3%)	1 (1.1%)
Total	360	94

Analysis of employment information for clients who had a Criminal Justice Social Work Report written about them in 2015-16 highlights that the majority of clients are not employed or not economically active with only 30.9% of clients in employment.

Full time education	Employed/ Self-employed	Government sponsored training scheme	Unemployed/ Economically inactive	Other	Total
4 (0.7%)	191 (30.9%)	0	408 (65.9%)	16 (2.6%)	619

PRIORITY AREAS

From the discussion in respect of the information from the gaps analysis and the self-evaluations carried out by the partners the following priority areas have been identified and why:

Employment

There is a complex interplay between employment, offending and reoffending. Evidence points towards employment status affecting and being influenced by offending. It has also been found to affect other factors linked to offending and reoffending, particularly accommodation and drug and alcohol misuse. Studies have shown that the extent and frequency of offending diminish when offenders gain employment, and offenders with stable and quality employment are less likely to reoffend.

Housing

Offenders with accommodation problems have been found to be more likely to reoffend. Access to stable accommodation is important in enabling ex-offenders to access employment and training opportunities, which in turn support their rehabilitation. Accommodation needs can also impact on family relationships and the chances of successful reintegration into the community on release from prison, which are important in reducing reoffending.

Health (including mental health and substance misuse)

There are well established links between drug misuse and offending, with a particularly strong link between the use of opiates and acquisitive offending. Problematic alcohol consumption is associated with crime, particularly heavy or binge drinking and violent crime. However the links between alcohol, crime and reoffending are complex: other mediating factors, for example personality disorder, childhood experiences of violence and social/normal norms are likely to play a role in the relationship between alcohol misuses and violent crime.

Victims

Discussions with the voluntary sector groups who support victims and witnesses through the criminal justice system have revealed weaknesses in communicating with them during the process which has led to further stress and worry.

Women who offend

The Commission on Women Offenders (Angiolini) report in 2012 clearly outlined the reasoning for looking at women who repeatedly offend in a different way from men. It stated “For women who have been repeatedly convicted of committing lower level offences, their offending is often the result of significant underlying issues, such as drug or alcohol addiction and mental health problems, that could be better addressed in the community. Her Majesty’s Inspectorate of Prisons (HMIP) reported in 2007 that 80 per cent of women in Cornton Vale had mental health problems. In another study, 60 per cent of women prisoners said they had been under the influence of drugs at the time of offence. Women offenders themselves are often victims of severe and repeated physical and sexual abuse. The children of women prisoners are also adversely affected. Approximately 30 per cent 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. Short-term prison sentences have little or no impact on reoffending, with 70 per cent of women offenders who received a prison sentence of three months or less reconvicted of an offence within two years. Prison is also more expensive than community disposals.”

Family Relationships

Strong and supportive family and intimate relationships are widely considered important factors in desistance from crime. Prisoners receiving family visits have been found less likely to reoffend and more likely to have employment or training or accommodation arranged for their release than prisoners who received no family visits.

Males who offend

Males make up the vast majority of the offending population. With the increasing use of community sentences there is a requirement for new and innovative approaches to the delivery of these sentences. Learning from the work carried out with women who offend the potential for the increased use of mentors has been identified.

HOW WE WILL DELIVER OUR IMPROVEMENT PLAN

In delivering this improvement plan our ambition is not about a single strand of work or necessarily about commissioning a new series of projects. Indeed, much of the work is already underway. It is about making sure the different components of change work together to deliver the joint community planning/community justice outcomes which will improve the quality of life for our citizens especially those who suffer from inequality of service and opportunity.

Whilst there is a significant amount of good practice being carried out by our partners daily, we will look across Scotland and beyond to find good evidence based practice and ideas that can be used to improve our delivery of Community Justice.

This plan is a “living” document. It is to be used to inform and guide the work of the Community Justice Partnership and to hold it to account. Areas of it will be reviewed at every meeting of the Partnership during the year and the whole plan will be subject to a major review at least once a year.

Community Justice Outcome 1

Communities improve their understanding and participation in community justice

Community Justice Indicators

Activities carried out to engage with 'communities' as well as other relevant constituencies
Consultation with communities as part of community justice planning and service provision
Participation in community justice, such as co-production and joint delivery.
Level of community awareness of/satisfaction with work undertaken as part of a CPO
Evidence from questions to be used in local surveys/citizens panels etc.
Perceptions of the local crime rate

Outcome Improvement Action

Improvement Action No.	Improvement Action	Lead Agency	Completion Date
1/1	Develop and implement a communications plan to better inform all communities about the work being carried out as part of community justice reform and receive their views and ideas. This will include the use of stakeholder events and social media options to access all areas of our communities	Third Sector Forum/ PKC	31 March 2018
1/2	Engage with voluntary and community groups on a regular basis to ensure the continual exchange of information and views	Third Sector Forum/ PKC	Ongoing
1/3	Encourage communities to be more involved in community justice by engaging with them and with the help of the voluntary sector, develop the potential for volunteers to be part of our service delivery	Third Sector Forum/ PKC	31 March 2019
1/4	Continue to survey those who request and receive input from the unpaid work teams to establish its value to communities	PKC	Ongoing
1/5	Work with communities to understand the reality of crime in their areas by developing engagement opportunities and communication routes with them	Police Scotland	Ongoing
1/6	Recognising that there are issues within the of the criminal justice system which have a significant impact on the victims of crime. We will work with them and organisations supporting them to improve their journey through the criminal justice system	Third Sector Forum/ PKC	31 March 2019
1/7	Support the continued strengthening of client involvement in the management of the One-stop	PKC	31 March 2018

	Women's Learning Service (OWLS) by actively encouraging and supporting them to take part		
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Community Justice Outcome 2

Partners plan and deliver services in a more strategic and collaborative way

Community Justice Indicators

2.1 Services are planned for and delivered in a strategic and collaborative way
2.2 Partners have leveraged resource for community justice
2.3 Development of community justice workforce to work effectively across organisational/professional/ geographical boundaries
2.4 Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of MAPPA

Outcome Improvement Action

Improvement Action No.	Improvement Action	Lead Agency	Completion Date
2/1	Arrange further self-evaluation/development days to ensure that partners understand their role in the new Community Justice system	PKC/ Scottish Fire & Rescue Service	30 September 2017
2/2	Ensure that partners and third sector colleagues have a good understanding of each other's businesses and clarity around their roles and available resources by organising opportunities for joint training/briefing sessions	Third Sector Forum / PKC	30 September 2017
2/3	Ensure clear lines of communication and development of joint working between the Community Justice Partnership and other Community Planning Groups by organising joint meetings/briefing sessions	PKC	31 March 2018
2/4	Continue to develop the Police Scotland/Perth and Kinross Council Community Safety Hub based within the Criminal Justice Office so that the opportunities for cross service working can continue to be improved	PKC / Police Scotland	31 March 2018
2/5	Review and ensure the implementation of the Short Term Prisoner Protocol to improve the outcomes for people released from prison	PKC/ Scottish Prison Service	31 March 2019

2/6	Position Police Scotland local Offender Management Unit within the Council's Criminal Justice Office to improve direct lines of communication and partnership working in respect of the management of serious and violent offenders	PKC / Police Scotland	31 March 2018
2/7	Explore the potential for further partnership engagement between the Public Protection Team and other support networks (employability, mental health, and health improvement substance misuse) to deliver better services for clients	PKC / NHS Tayside / P&K IJB / Third Sector Forum	31 March 2019
2/8	Explore the potential for further partnership engagement between the Unpaid Work Team, other support networks (employability, mental health, and health improvement substance misuse) and the existing social enterprises at the Westbank Site, Perth to deliver better services for clients	PKC	31 March 2019
2/9	Ensure that there is a robust monitoring and evaluation process for all projects and activities delivered by the Partnership to ensure the best outcomes for clients and communities.	PKC	31 March 2019

Community Justice Outcome 3

People have better access to the services they require, including welfare, health and wellbeing, housing and employability

Community Justice Indicators

3.1 Partners have identified and are overcoming structural barriers for people accessing services
3.2 Existence of joint-working arrangements such as processes/protocols to ensure access to services to address underlying needs
3.3 Initiatives to facilitate access to services
3.4 Speed of access to mental health services
3.5 Speed of access to drug and alcohol services
3.6 % of people released from a custodial sentence: <ul style="list-style-type: none"> • registered with a GP; • have suitable accommodation; • have had a benefits eligibility check.

Outcome Improvement Action

Improvement Action No.	Improvement Action	Lead Agency	Completion Date
3/1	Review information sharing and protocols and processes between partners to identify and remove barriers for people accessing all the services they require	PKC	31 March 2019
3/2	Ensure the provision of a nurse at One-stop Women's Learning Service (OWLS) for women who have offended to increase their ability to access medical services	PKC / P&K IJB	30 September 2017
3/3	Examine the issues caused through the introduction of Universal Credit in Perth and Kinross and where possible determine actions to mitigate these concerns	Community Justice Co-ordinator	31 March 2018
3/4	Research the barriers which reduce the ability of people with convictions to access appropriate accommodation in the public or private sector and determine actions to mitigate these issues	Community Justice Co-ordinator	31 March 2018
3/5	Research the barriers which reduce the ability of people with convictions to access appropriate mental health care and drug and alcohol services and work with partners and the third sector to	P&K IJB	31 March 2018

	address any issues found		
3/6	Develop opportunities for work experience placements for people with convictions by changing attitudes amongst employers	PKC/ Scottish Prison Service / SDS	31 March 2019
3/7	Promote existing employment support services to service users	PKC/ Scottish Prison Service / SDS	31 March 2019
3/8	Review the processes between Youth Justice and Criminal Justice services to ensure that the Whole System Approach is continued into the adult system	PKC	31 March 2019
3/9	Review the services for people coming out of prison to ensure that they meet their needs and are delivered timeously	PKC / Scottish Prison Service	31 March 2019
3/10	Develop links with providers of parenting services to enable people who are subject to the criminal justice system to build and develop strong, positive family relationships and engage with parenting support, both in the community and secure establishments	PKC / Scottish Prison Service	31 March 2019
3/11	Work with partners to examine the possibility of not deregistering people sentenced to short periods of imprisonment with their GP's therefore removing the need to reregister on release	Scottish Prison Service / P&K IJB	30 September 2018

Community Justice Outcome 4

Effective interventions are delivered to prevent and reduce the risk of further offending

Community Justice Indicators

4.1 Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending.
4.2 Use of "other activities requirement" in Community Payback Orders (CPOs)
4.3 Effective risk management for public protection
4.4 Quality of CPOs and DTTOs
4.5 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.
4.6 The delivery of interventions targeted at problem drug and alcohol use
4.7 Numbers of police recorded warnings, police diversion, fiscal measures, fiscal diversion, supervised bail, community sentences (including CPOs, DTTOs and RLOs)
4.8 Number of short-term sentences under 1 year.

Outcome Improvement Action

Improvement Action No.	Improvement Action	Lead Agency	Completion Date
4/1	Develop and expand the work being carried out by the joint Community Safety Hub staff who identify individuals at risk of reoffending and work with partners to reduce these risks	Police Scotland / PKC	30 September 2018
4/2	Carry out an evaluation of the One-stop Women's Learning Service (OWLS) to ensure that it is meeting the needs of its client group and use this information to determine its future activities and opening hours	PKC	31 March 2018
4/3	Expand the "other Activities" part of CPO's in partnership with the third sector to deliver training to improve the employment chances of clients. Training will include health and safety, manual handling, food hygiene, fire awareness, first aid/CPR and building and writing a CV. In addition (not included in the CPO hours) the ability to take part in a health related fitness activity will be offered	PKC / Third Sector Forum	31 March 2018
4/4	Explore the possibility of developing with the third sector a mentoring service for men that would continue to provide support for clients after the completion of the CPO to reduce the risk of	PKC	30 September 2018

	reoffending		
4/5	Explore the possibility of providing health checks for male clients engaging with the Public Protection Team and others participating in unpaid work in an effort to increase their all-round health and wellbeing	PKC / P&K IJB	31 March 2018
4/6	To ensure the best value from the expansion of electronic monitoring, develop a group to explore the opportunities that come from it	PKC	31 March 2019
4/7	Carry out a review of the delivery of unpaid work as part of a CPO to ensure that it delivers best value	PKC	30 September 2018
4/8	Review the delivery of DTTOs to ensure that they deliver best value	PKC	31 March 2018

Community Justice Outcome 5

Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed

Community Justice Indicator

5.1 Individual have made progress against the outcome

Outcome Improvement Action

Improvement Action No.	Improvement Action	Lead Agency	Completion Date
5/1	The Criminal Justice Public Protection Team will develop and implement a new recording system which will indicate a client's progress in respect of issues including education, employment and attitude to offending.	PKC	1 April 2017
5/2	Encourage partners to record and where appropriate share information about clients in relation to needs, including health, financial inclusion, housing and safety	PKC	31 March 2018
5/3	Develop a process to bring this information together for analysis	PKC	31 March 2018

Community Justice Outcome 6

People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities

Community Justice Indicator

6.1 Individual have made progress against the outcome

Outcome Improvement Action

Improvement Action No.	Improvement Action	Lead Agency	Completion Date
6/1	Encourage partners to record and where appropriate share information about clients in relation to needs, including health, financial inclusion, housing and safety	PKC	31 March 2018
6/2	Develop a process to bring this information together for analysis	PKC	31 March 2018

Community Justice Outcome 7

Individual's resilience and capacity for change and self-management are enhanced

Community Justice Indicator

7.1 Individual have made progress against the outcome

Outcome Improvement Action

Improvement Action No.	Improvement Action	Lead Agency	Completion Date
7/1	Encourage partners to record and where appropriate share information about clients in relation to their clients resilience and capacity for change and self-management	PKC	31 March 2018
7/2	Develop a process to bring this information together for analysis	PKC	31 March 2018

Document History

Version	Summary of Changes	Author	Date
1.0	Final version sent to Community Justice Scotland	C Cranmer	31/03/2017
1.1	Typos and grammatical errors corrected	C Cranmer	07/09/2017
1.2	Completion dates amended and lead agency names changed to named partners	C Cranmer	13/09/2017