

Angus Community Justice Outcomes Improvement Plan 2020-2023

April 2021

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Welcome to the Angus Community Justice Outcomes Improvement Revised Plan (ACJPOIP) for 2020-2023.

Introduction

We recognise those who commit crime must be made accountable for their offending and 'give back' for the harm they have caused to their victims, families, and the community. We also understand, that by intervening at an early stage to help individuals change their behaviour is essential in preventing offending/ reoffending, reducing risk, and creating safer communities for us all regardless of gender, ethnicity, age, or disability.

We also appreciate some people involved in the justice system in Angus experience severe multiple disadvantages (SMD), have complex needs and need access to the 'right support' at the 'right time'. The Hard Edges Report (<https://lankellychase.org.uk/publication/hard-edges-scotland/>) describes severe and multiple disadvantages as often being caused by poverty, violence, and trauma and/or adverse childhood experiences. Findings from the report has significantly influenced the development of our revised plan.



a renewed case for taking a whole system approach to severe and multiple disadvantages, with sustained and deep collaboration and coordination required at all levels..... there is growing recognition that disadvantages or harms such as poverty, mental ill health, drug misuse, violence or homelessness put you at much greater risk of others".

We understand short-term prison sentences and remand are not as successful as robust community-based interventions in rehabilitating those who commit crime. It is our ambition to build trust in the effectiveness of these interventions so they can fully integrate back into their community, become a productive citizen and overcome the stigma associated with 'offending', unfortunately often perpetuated by the media. Community Justice Scotland (CJS) asked local partnerships to consider 'arrest referral' and 'bail supervision' within their local setting and key priorities within our revised plan (see below).

We also appreciate, that trying to navigate through the justice system can be challenging and individuals may need support to guide them through the process. To help people better understand the justice system, CJS have developed a virtual guide which can be accessed via the following link https://communityjustice.scot/scottish_justice_system/

The COVID-19 pandemic has had an unprecedented and wide-ranging effect on all areas of community justice over the past two years and is likely to do so for the foreseeable future in terms of getting back to 'normal' i.e. reducing the backlog in Court Business, Community Pay Back Order/Unpaid Work Hours, restarting of Programmes/Groupwork, budget constraints and the changes in priorities and frontline practice.

It exacerbated the inequalities of those experiencing SMD, with restrictions and lockdowns increasing the risk for those suffering domestic abuse, sexual violence, and other forms of violence against women and girls. ACJP are dedicated to promoting gender equality to ensure the safety and wellbeing of victims/survivors of all forms of abuse and contribute towards the eradication of violence against women and girls, delivered through the Angus Violence against Women Partnership (AVAWP).

We remain committed in our efforts to create new innovative ways to develop and deliver services within current budget constraints and the changes to working practices brought about by the pandemic.

The ACJOIP plan for 2017-20 had underlying themes around inequalities, trauma and ensure equal consideration and access to support is given to the needs of those harmed by crime and to those who have committed crimes. The revised plan compliments and supports the ongoing work already underway by individual and collaboratively partner services, the wider work of the Community Planning Partnership and the Health & Social Care Partnership. The review of the 2017-2020 plan was analysed by the ACJP and whilst the overall view was that the plan outlined why and how priorities were going to be achieved. It was perhaps overly ambitious, cumbersome and sometimes unmanageable and needed to be more simplified and focussed around key priority areas for the post pandemic recovery.

By gaining a better understanding of our previous priorities, we have ensured our key priorities remain at the heart of our work and are aligned with the revised plan, to allow a consistent approach and maximise opportunities for delivery of services over the next three years that will meet both local and national outcomes.

Background

ACJP came into effect through the implementation of the Community Justice (Scotland) Act 2016 ('Act') (<https://www.legislation.gov.uk/asp/2016/10>) on 1st April 2017, as part of the Scottish Ministers new model for community justice across each local authority in Scotland. CJS is the public body who oversees the work of Partnerships and ensure community justice is being achieved throughout Scotland. The CJS model brings together various public and third sector services who have responsibility to work together to deliver a community-based solution to reduce re-offending, promote desistance and support individuals involved with/or on the periphery of becoming involved with the justice system. By outlining our key local needs and priorities, we have developed a plan of action on how we intend to reduce reoffending so we can improve the lives of the people within our community over the next three years, A summary of some of the work undertake so far can be viewed in our Participation Statement (https://www.angus.gov.uk/community_empowerment/community_justice/community_justice_publications?page_id=821#item-details)

Community Justice is described 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.

Who are ACJP?

Partnership members include representatives from:

| | |
|---|------------------------------------|
| Education (Chair) | Police Scotland |
| Housing | Justice |
| NHS – Prison Healthcare | Elected Members |
| Scottish Fire and Rescue Service | Scottish Prison Service |
| Skills Development Scotland | Children & Families |
| Integrated Mental Health Services | Scottish Courts & Tribunal Service |
| Victim Support Scotland | Families Outside |
| Angus Women's Aid | Voluntary Action Angus |
| Tayside Council on Alcohol (Vice-Chair) | Scottish Fire & Rescue Service |
| Adult Learning Planning & Communities | |
| Angus Community Planning Partnership | |

We also contribute and work together with other strategic committees and partnerships across Angus around many cross-cutting issues spanning community justice i.e., Alcohol & Drug Partnership, Angus Violence Against Women Partnership, Child and Adult Protections Committees and MAPPA (Multi Agency Public Protection Arrangements)

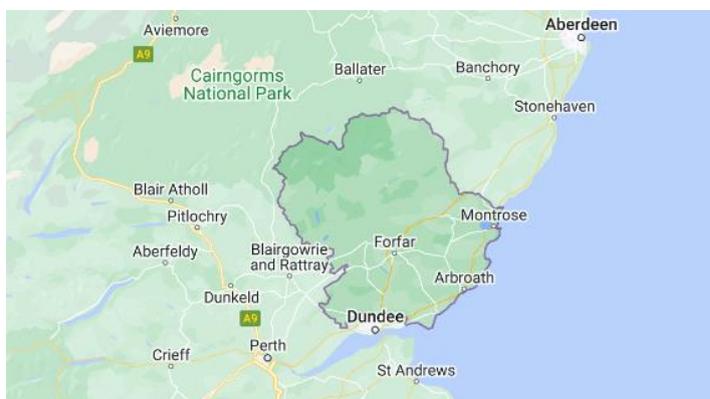
Our Vision

The partnership continues to adopt the Scottish Government's Vision for Community Justice to ensure Angus

“ is a safer, fairer and more inclusive city 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”

by seeking to:

- Prevent and reduce offending
- Safely and effectively manage and support those who commit offences to reintegrate into their local communities and realise their potential for the benefit of all citizens
- Shift the balance of community and custodial sentences, by increasing the use of community disposals and the use of short-term prison sentences
- Improve the arrangements for reintegrating offenders from custody into local communities



How will we achieve this?

We will support this vision, through the ongoing collaborative work being undertaken by the partnership to meet the key priorities set out in the plan and contribute to the cross-cutting priorities of other partnership groups. Our key priorities have been informed by the National Strategy for Community Justice (<https://www.gov.scot/news/national-strategy-for-community-justice-launched>), the CJS Outcomes, Performance & Improvement (OPI) framework

(https://www.angus.gov.uk/community_empowerment/community_justice/community_justice_publications?page_id=821#item-details) and the contribution of the public's views on the delivery of services Angus.

Our Key Priorities

- We will work in partnership to address the underlying issues associated with crime
- We will safely and effectively manage and support those who have come into conflict with the law to help them reintegrate into their community and realise their full potential for their benefit and the benefit of their community
- Hold people account for their offences, in a way that recognises the impact on their victims, whilst remaining mindful of potential risks to the public, whilst also being proportionate and effective in preventing and reducing further offending
- Reintegrate those who have committed offences into the community by helping them to realise their potential and create a safer and fairer society for all
- Availability of high quality, person-centred and trauma informed collaborative services to address the needs of those who have committed offences, their families, and their victims
- Provide interventions that maximise opportunities to prevent and reduce offending as early as possible, to avoid problems escalating
- By encouraging communities to participate in community justice will lead to more effective services and policies and promote greater trust in these services

Our Key Focus Areas

We will look at our local needs and gaps in services to identify what improvements are required and how best to approach to support these needs and tackle any potential gaps for the future. We know it can be difficult for people who have become involved in the justice system to 'get back out'. We are committed to making every effort to prevent people being 'trapped in the system' and will work with them to build resilience and self-worth to move on from offending.

We will:

- Promote the user of arrest referral, Diversion from Prosecution where appropriate
- Continue to promote the work of the Problem-solving Court
- Develop and promote diversion opportunities to for those involved with the justice system/prevent them becoming involved in the system
- Engage with people with lived experience of the justice system to find out what went well to help identify gaps in services, encourage desistance and support recovery

Supporting Families

Families can play a huge part when their family member tries to move on from offending behaviour. However, it can be stressful for children and families to deal with the associated stigma and discrimination when it becomes known their family is involved in the justice system and manage their feelings of 'loss' if their family member goes to prison. It is a time when families can feel overwhelmed and need support to help deal with their feelings and understand the justice process journey from arrest to liberation. Families Outside estimate, up to 27,000 children per year are affected by parental imprisonment in Scotland and more than those affected by parental divorce. Having a parent involved in the justice system, particularly in prison, is one of the Adverse Childhood Experiences (ACEs) that can negatively impact on the life outcomes for children and have long lasting effect on people's lives.

Sustainability of housing/housing options for those leaving prison has reduced the level of homelessness cases in Angus. This is primarily due to the adoption of the Sustainable Housing on Release for Everyone (SHORE)

<http://www.sps.gov.uk/Corporate/Publications/Publication-5363.aspx> standards implemented in April 2018, aimed at promoting ongoing worker engagement with people entering prison to establish their housing situation to ensure support is put in place to avoid presenting as homeless prior to release.



Our plan is for all of those affected by crime and those working in the justice system. It needs everyone to work together through raising awareness of community justice amongst local organisations and people who live in our communities and remain committed to working together to break down the barriers and stigma faced by people who have been involved in the justice system, so we can support them to make better choices, build resilience and help them move away from offending and increase their opportunities to succeed.

We will:

- Continue to build the workforce and community's understanding of the justice system and wellbeing of children and families in partnership with Justice, Families Outside, Adult Protection and Children & Families Services
- Raise awareness and understanding of the effects of the justice system on families who have a family member in prison to promote the wellbeing of children – collaboration and sharing information (per data sharing protocols) between Justice, Families Outside and Scottish Prison Service
- Improve access to support families with family members in prison across Scotland and avoid homelessness
- Work with partners to help break the inter-generational cycle of offending, by linking services and promoting the development of a 'whole family approach' to work with those who are involved in the justice system

Restorative Justice

There is a growing body of evidence highlighting the benefits of restorative justice as a powerful opportunity to facilitate and support contact on a voluntary basis only, between victims who have been harmed by crime or conflict to express the impact the offence has had on them and ask those responsible for causing the harm “why”, whilst also being given the opportunity to be part of resolving and repairing the damage caused by their actions and to help make things right.

RJ practice can help prevent conflict/future conflict, build relationships/broken relationships by enabling people to communicate effectively and positively to help heal the harm caused to victims e.g., physically, emotionally, financially and socially, and support those responsible for the harm to understand the effects of their harmful choices and behaviour.

The main aims of RJ are to empower victims, reduce fear and anger, and potentially reduce reoffending. Domestic Abuse Liaison Officers have recently been relocated to work from Forfar Police Office to enhance the support to both victims of domestic abuse and provide greater visibility and an opportunity to collaborate with victims and ACJ partners. As the implementation of the approach is still in its early stages, an evaluation has not yet been undertaken, however measures as to its success will include participants' satisfaction (initially particular focus on victims' experience of the process and a reduction of ongoing harmful behaviour), decrease in reoffending rates, create a safer and inclusive society, and stop the cycle of offending.



We will:

- Promote the national statutory guidance on RJ (see other useful links below)
- Link up with the Restorative Justice Forum Scotland to develop and share best practice for RJ in our community
- Develop a local model based on the learning experiences of restorative justice services across Scotland and other national practice
- Identify training and networking opportunities to learn more about the functions of RJ

Gender-specific approaches

Various research tells us that those who have faced difficulties early on in life are more likely to have poor outcomes in later life and potentially finding themselves involved in the justice system. We also recognise that women and men often experience different 'journeys' into the justice system, and the value and benefits of implementing gender-specific and trauma-informed approaches are essential. Many women are involved in the justice system for a variety of reasons i.e., victims of domestic violence, sexual exploitation, mental health and addiction problems, often caused as consequence of trying to cope with these issues. We also know for young men in particular, lack of self-worth, confidence and employment/training opportunities can lead to negative attachments with 'gangs' to gain a sense of 'belonging'. Unfortunately, this can often lead to violence and an escalating involvement with the justice system. Although there are gender-common issues, we are committed to implementing gender-specific approaches to help both men and women avoid and/or move on from their involvement with the justice system, as demonstrated in our gender-specific justice service teams; Munro Team (Statutory, men only team) and our women's only teams; Glens Projects – Glen Isla (Statutory team) and the Glen Isla Team (Voluntary team).



We will:

- Continue to develop and support mentoring approaches including gender-specific services
- Continue to work with partners to reduce the high numbers of women and men remanded in custody
- Gather information from Service User Involvement groups to gain feedback around 'what works' and apply appropriately
- Work with AVAWP to support the development of actions to support gender equality
- Support our local Women's Aid and Victim Support Scotland partners to enhance services for women affected by all forms of domestic abuse and coercive control
- Learn from the experiences of men involved in our inhouse domestic abuse programme – Fergus Programme - and continue the development of voluntary interventions for domestic abuse and coercive control
- Support the ongoing development of gender-specific support networks e.g., Glens Projects, our peer support groups and local 'men's sheds'
- Continue to align our work with the key priorities within 'Equally Safe', Scotland's Strategy for preventing and eradicating violence against women and girls, and the 'Safe and Together' Model of working with victims & perpetrators of domestic abuse

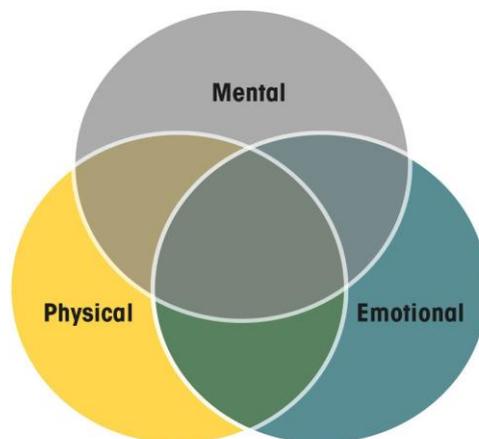
Improving Wellbeing and Equality to reduce offending

We know people with lived experience of the justice system have a unique understanding of their journey, are often socially excluded within their community and face various inequalities linked to their offending or being a victim of crime. Most move away from offending behaviour through time and going on to use their experience to help others in similar situations foster a sense of self-belief that change can happen. Angus have several Recovery Hubs, programmes/activities for people recovering from mental health problems, drug and alcohol addictions that offer support to structure their day, opportunities to undertake peer training, become involved in volunteering, promote employment opportunities, and most importantly and re-establish relationships with their families and community. We are committed to aligning with modernised approach to the management and rehabilitation of offenders as per the Management of Offenders Act 2019

<https://www.legislation.gov.uk/asp/2019/14/contents> and build on the work already being undertaken by our Health & Social Care and Alcohol & Drug Partnerships in Angus to inspire hope and belief for those experiencing their own journey to recovery.

The lack of employment and/or training prospects can also impact on people's confidence and self-worth. Skills Development Scotland (SDS) have developed strong relationships with both public and third sector organisations to promote training and employment opportunities for both victims of crime and those with offending behaviour. SDS also offer young people involved in offending behaviour during their secondary schooling and post school or who have parents with an offending background, a more intensive form career guidance to build on their skills and develop confidence to make informed life choices.

SDS chair the local employability partnership, which consists of local providers, majority of whom are third sector organisations with links to the communities within Angus. This has supported shaping the 'No One Left Behind' (NOLB) delivery plan for Angus and their forthcoming strategy to improve employability outcomes for all those of working age. This will enhance the joint development between education and SDS of a new transition planning framework that ensures every young person is offered a meaningful post school opportunity.

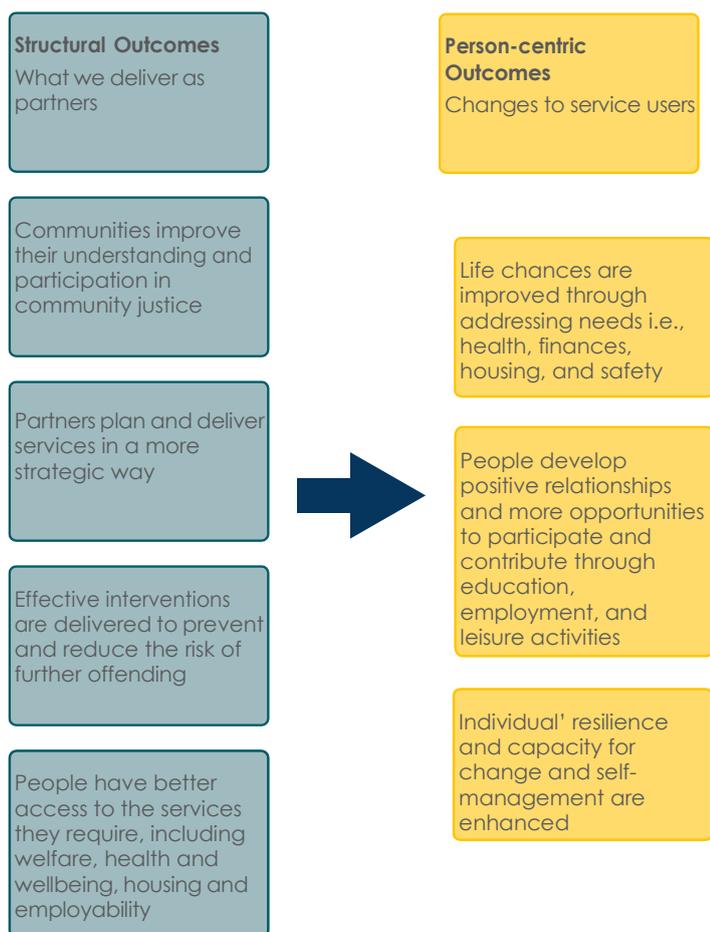


- Focus on opportunities to support people through the justice system journey from point of arrest sentencing, commencing a community disposal, prison and liberation
- Develop effective partnership service processes to support early identification of vulnerable people at risk of remand
- Work collaboratively to expand opportunities for bail supervision through extending community supports to prevent people being placed on remand
- Ensure options for enhanced bail supervision are available for those who are deemed vulnerable e.g., young people between 16 and 21 years of age and women

- Develop an evidence base on 'what works' i.e., effectiveness of bail supervision and diversion on reducing reoffending, and identify gaps in services to support and encourage desistance/recovery through consulting people with live experience of the justice system
- Continue to support the development of peer mentor roles
- Seek service users views to remain aware of any challenges they may face accessing services and learn from examples of good working practices
- Raise awareness of the added value that the Peer Mentoring approach brings to our Recovery Oriented System of Care (ROSC) in Angus
<https://www.angus.gov.uk/sites/default/files/2019-09/Developing%20Angus%20Recovery%20Oriented%20System%20of%20Care.pdf>
- Continue to promote the employment opportunities/training/further education for young people and adults of working age in Angus

Our plan takes account of the Scottish Government Guidance for local partners on the new Model for Community Justice (<http://www.gov.scot/Publications/2016/11/4628>). The plan is based on an Angus interpretation of the priorities identified in the newly revised National Strategy for Community Justice summarised as follows:

National Community Justice Strategy Priorities



The indicators identified in the National Outcomes Performance Improvement Framework (OPIF) (<https://www.gov.scot/publications/community-justice-outcomes-performance-improvement-framework/>) have been combined with several local measures and included in the ACJOIP. The Nation Community Justice OPIF is currently under revision and expected to be published in spring 2023.

Community Engagement

The National Strategy for Community Justice emphasises the importance of engaging and involving our communities in the planning and delivery of community justice services. It also recognises that there are considerable benefits and strengths in community participation to help address community justice concerns

(<https://www.gov.scot/publications/guidance-local-partners-new-model-community-justice/pages/9/>).

Our revised plan, developed by ACJ partners in consultation with a wide range of stakeholders and brings together a collective focus for improving community justice outcomes by 2023. The plan was developed through a robust understanding of the key issues faced in Angus and how partners will contribute to community justice locally. Partners reflected on the difficult financial circumstances of many of the statutory and voluntary partners and have taken a strategic approach to improve existing connections between services and embed a person-centred approach to promote and empower our citizens. We have improved collaboration and two-way sharing of information between community justice partners, and evidence of local hardship and trauma has become much clearer, influencing a more trauma-informed response throughout service delivery. This has supported the implementation of universal access to services for vulnerable people, challenging stigma and ensure a trauma-informed approach model of support remains at the heart of our work.

Partners continue to work hard to ensure our community is a key part of community justice. We have supported and collaborated on several activities around community justice in our local communities, highlighted in our Participation Statement.

Within the wider context for Community Planning, established through the Community Empowerment (Scotland) Act 2015 (<https://www.legislation.gov.uk/asp/2015/6/contents/enacted%20>) the need to develop and implement effective processes for engaging our communities with community justice and service planning is essential.

This involves the development of a community engagement framework for community justice which will combine and build on existing community engagement arrangements for community planning at all local levels within Angus. Some of the current arrangements utilised in the development of the ACJOIP include:

- The Angus Citizens Panel
- A bi-annual citizen's survey
- Informal, street level, engagement with people in their own communities.
- Tenant Participation
- Engagement events with our communities, including 'lived experience' stories

Producing an effective community engagement framework for community justice, will involve building and adapting these, along with other ways to fully incorporate community justice issues and services through the development of new arrangements specific to community justice. These activities will be informed by the recently revised national Standards for Community Engagement (<https://www.voicescotland.org.uk/>), and emerging research around what is effective in engaging people involved in community justice.

The strategy will also help to ensure communities are:

- Better informed and more knowledgeable about community justice matters
- Actively engage/influence the development of strategy and design of services
- Support and encourage the community to play an active role in both the delivery of services and secure wider community support for community justice approaches that work

Prevention Framework



When preventative programmes are targeted at solving well researched problems and are strategically led and delivered, they can achieve positive outcomes for individuals, families and communities, reduce the financial burden imposed by the negative demand for services and provide a more cost effective use of the tax payers money" (Christie Commission Report, 2011 <https://www.gov.scot/publications/commission-future-delivery-public-services>)

ACJP continue to adopt the approach advocated by the Christie Commission to act at an early stage to support those with convictions and/or on the periphery of the justice system to reduce the risks to themselves, their families and their communities. ACJP will consider the Prevention Framework in supporting the delivery of the ACJOIP, examples of the different types of early intervention and prevention are detailed as follows:

Recovery Based Prevention

- Targeted education, skills and employability training and volunteering
- Improved access to mental health/substance use services
- Preventing homelessness for those leaving custody
- Improved access to financial services/welfare rights advice
- Established 'release models' for reintegration to the community - Scottish Prison Service/Community Justice partners
- Embedding a trauma-informed and person-centred approach within all service

Universal Prevention

- Media campaigns to improve communities understanding/participation in community justice plans
- Work with communities to reduce re-offending via surveys, questionnaires etc
- Work with communities/staff to promote social inclusion
- Raise the profile of community disposals in our local communities
- Strengthening of Whole Systems Approach

Targeted Prevention

- Diversion from prosecution
- Bail Supervision

- Shift the balance of custodial sentences to community disposals
- Further develop quality and range of targeted interventions
- Reduce number of short-term prison sentences

Early Intervention

- Targeted evidence based early intervention programmes/groupwork
- Build family ability to prevent re-offending
- Effective communication, transition & integration between Children/Adult Services
- Earlier intervention for low tariff 'offences'
- Diversion from the Justice System

Governance & Accountability

The ACJP was established to oversee the delivery of the aims defined in the 'Act' and have responsibility for the development, delivery, monitoring, evaluation and reporting on the ACJOIP.

In fulfilling this role, the partnership will:

- Ensure appropriate information and support are available to facilitate partnership working arrangements
- Maintain effective liaison with CJS and ACPP
- Provide advice and guidance to the Executive Group for Public Protection and the Chief Social Work Officer on the commissioning, strategic direction and integration of the delivery of services to people with convictions and who come into conflict with the law
- Provide advice and guidance, as appropriate, to other strategic groups and bodies within the CPP in developing and maintaining services aimed at preventing and reducing offending
- Prepare and agree plans and reports required by the Scottish Government, Angus Council and the ACPP, on the services and performance related to Community Justice
- Contribute to the development of the CPP Local Outcomes Improvement Plan (LOIP) and provide support and guidance on how the LOIP best incorporates Community Justice Outcomes and Performance Indicators
- Ensure that all Community Justice Partners provide information on the relevant performance indicators as set out in the Scottish Government's Outcomes Performance Improvement Framework

Our 'Terms of Reference' explains partners roles & responsibilities governing their work, along with contact details for each service representative within the partnership.

ACJP reports to CJS, the ACPP Board, Angus Council's Policy and Resources Committee and the Angus Integrated Joint Board.

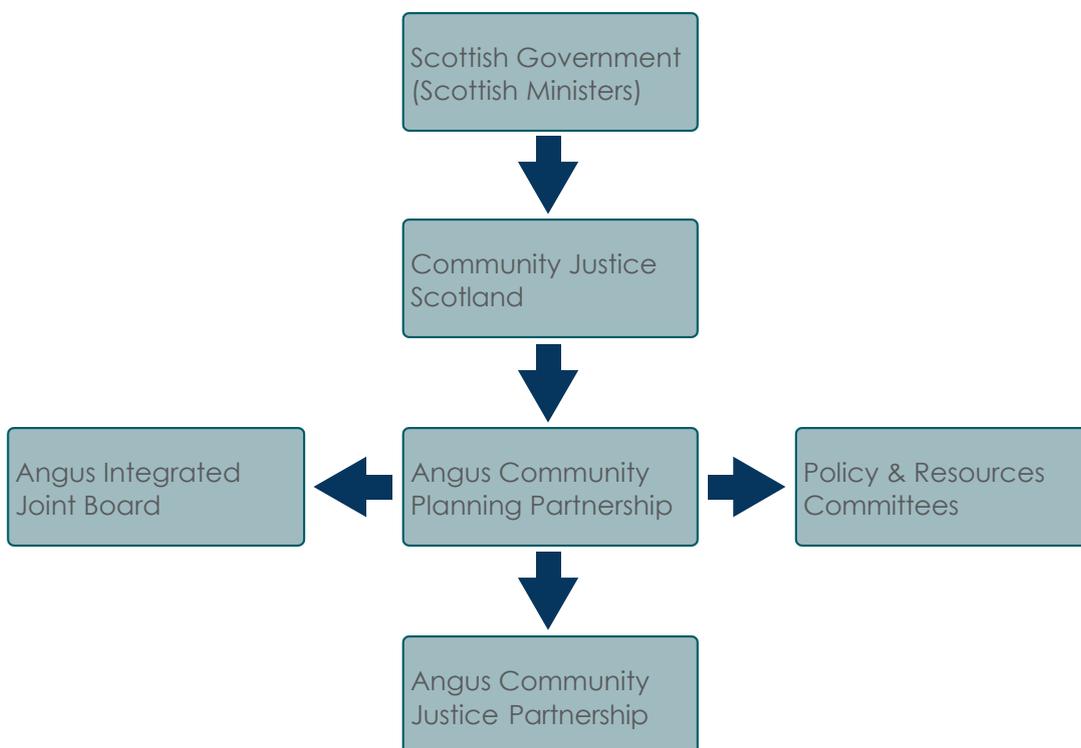
How do we make decisions?

Partners meet as a partnership four times per year to discuss and decide on a wide range of issues e.g., housing, health and work to keep us in touch with the priorities for our communities across Angus and keep abreast with the local Community Planning Partnership's plans, such as their Local Outcome Improvement Plans and Locality Plan.

We have also developed a Position Statement

(https://www.angus.gov.uk/community_empowerment/community_justice/community_justice_publications?page_id=821#item-details) to accompany our ACJOIP, highlighting the impact of COVID-19 on CJS ability to complete the reviews of their National Strategy and CJOPIF to support and guide a new plan.

The accountability and reporting processes for ACJP is as follows:



Performance And Self-Evaluation Framework

The performance indicators and measures contained in the Scottish Government's OPI Framework have been included in the ACJOIP along with several local indicators.

An Integrated Performance and Self-Evaluation Framework will be created, based on the Scottish Government's OPI Framework and the Self-Evaluation Model produced by the Care Inspectorate

(https://www.careinspectorate.com/images/Self_evaluation_for_improvement_-_your_guide.pdf) to ensure standards are set and future performance can be measured.

Annual performance reports will also be produced by ACJP and presented to the above bodies for approval.

Angus Community Justice Outcomes Improvement Delivery Plan (ACJOIP)

The ACJOIP has been developed using the processes described in the Scottish Government's Guidance for Community Justice Partners

<https://www.gov.scot/binaries/content/documents/govscot/publications/advice-and-guidance/2016/11/guidance-local-partners-new-model-community-justice/documents/00510514-pdf/00510514-pdf/govscot%3Adocument/00510514.pdf>

The following CJ Stakeholders have been involved in developing the delivery plan:

- Statutory Partners
- Community and Third Sector Partners
- People with convictions and their families
- Victims and witnesses of crime
- Representation from business organisations

A summary of stakeholder involvement is detailed in the Participation Statement mentioned above.

The partnership will be responsible for overseeing the delivery of the ACJOIP and will report directly to the ACPP Board and Angus Council's Policy and Resources Committee. The delivery of the ACJOIP will be linked to the CPP Local Outcomes Improvement Plan and local community planning delivered during the period 2020-2023.

Lead agencies/officers have been appointed to take forward specific developments detailed within the plan and working groups will be established, as necessary to enable partners to work together to achieve better community justice outcomes for individuals, families and communities (see below).

Our Delivery Plan has been informed by the following principles:

- People must be held accountable for their offences, in a way that recognises the impact on victims of crime and is mindful of the risks to the public, while being proportionate and effective in preventing and reducing further offending
- Reintegrating those who have committed offences to realise their potential to create a safer and fairer society for all
- Early intervention to maximise opportunities for preventing and reducing offending before problems escalate
- We must work in partnership to address the underlying causes of crime
- Informed communities who participate in community justice will lead to more effective services and policies, with greater legitimacy
- High quality person-centred and collaborative services should be available to address the needs of those who have committed offences, their families and victims and witnesses of crime

Learning/Workplace Development

The partnership shares common aims and remain committed to supporting and developing our community justice workforce to ensure we work collaboratively and remain flexible where necessary to improve the outcomes for everyone living across Angus.

Our learning and organisational priorities for 2020-2023 are to:

- Develop and roll our Trauma Informed Practice across the Community Justice Workforce and other partner services/agencies
- Continue to implement Safe & Together model via briefing session across partnership and agency workforces
- Promote workforce participation and engagement in Angus Council's regular Practitioners Development Forum
- Promote participation and engagement of other various learning sessions and events pertain to the future learning and development of our workforce

Angus Community Justice Outcomes Improvement Delivery Plan 2020-23

National Outcomes

Outcome 1. Communities improve their understanding and participation in community justice

| Priority Areas | Improvement Actions | Lead Agency/ Partners Involved | Measurement | Timescale |
|---|--|---|---|-----------------|
| 1.1 Raise profile of Community Justice to the wider public | Utilise social media and online events/questionnaires Promote understanding and benefits of community justice Standard item on the Community Planning Partnership agenda | Angus Community Justice Partnership CPP - Lead Justice Digital Team Communications Team Communities Team | Data collection on media activity Evidence of strengthened community participation in the planning, delivery and evaluation of community justice services and policy Community's Increased awareness and understanding of the Community Justice agenda and importance of reintegration. | 2020/23-ongoing |
| 1.2 Integration of Third and Public sector partners into community justice planning structures and processes. | Identify gaps in service provision where third & private sectors can support | Voluntary Action Angus (VAA) – Lead Action for Children Justice (AfC) Families Outside (FO) Scottish Prison Service (SPS) Tayside Counselling on Alcohol (TCA) Hillcrest Futures Alcohol & Drug Partnership (ADP) Skills Development Scotland (SDS) | Evidence of effective partnership collaboration, between statutory, voluntary, and private sectors in strategic planning and delivery of services | 2020/23 |

| Priority Areas | Improvement Actions | Lead Agency/ Partners Involved | Measurement | Timescale |
|--|--|--|--|-------------------|
| 1.3 Improve links with Children and Adult Services | Develop a more integrated approach to planning and delivery of community justice outcomes across children and adult services to ensure those most vulnerable are diverted from the Justice System Angus Community Justice Partnership – Presentation to Children's Services Forum | Children, Families & Justice – Lead Youth Concern Group (YCG) ADP NHS – Mental Health Police Scotland (PS) Protecting People Angus (PPA) AFC Adult Protection PENUMBRA | Evidence of joined up communication between partnerships Reduction in numbers of vulnerable people becoming involved in the justice system | 2020/23 - ongoing |
| 1.4 Share information on effective tailored prevention and early interventions (i.e., Brief Intervention work for Alcohol/Drugs) Utilise client data associated with these to reduce reoffending and use of remand/ custodial sentences | Review, update and agree information sharing protocols Focus resource allocation on evidence-based interventions Further develop and raise awareness of diversion from prosecution | Justice – Lead ADP Crown Office and Procurator Fiscal Service (COPFS) Scottish Courts & Tribunal Service (SCTS) PS Glens Projects | Evidence of partners sharing performance data in a more effective way enabling more robust leadership, effective disposals and ownership of identified community justice actions. Increased opportunities for diversion to prevent people entering the justice system | 2020/23 - ongoing |
| 1.5 Engage with victims of crime to identify where service improvements can be made | Annual Public Survey Annual Perpetrator Survey (to coincide with '16 Days of Activism) | Angus Women's Aid (AWA) – Lead Victim Support (VS) Justice Angus Women Against Violence Partnership (AVAWP) Police Scotland Scottish Fire & Rescue Service (SFRS) SCTS Housing | Evidence of engagement with victims Analysis of Surveys | 2020/23 |

Outcome 2. Partners plan and deliver services in a more strategic and collaborative way

| Priority Areas | Improvement Actions | Lead Agency/ Partners Involved | Measurement | Timescale |
|---|--|---|--|-------------------|
| 2.1 Ensure needs of those who offend or are at risk of offending or reoffending are addressed within the partnership's future strategic plans | Regular partner attendance/ representation and contributions to the development of the partnership's strategic planning | All Community Justice Partners | Consistency in attendance/representation at meetings | 2020/23-ongoing |
| 2.2 Maximise use of resources for community justice to support financially challenging climate | Refer to Angus Community Justice Outcome Improvement Plan and Angus Community Justice Annual Activity Return to influence/share future commissioning and allocation of resources Wherever possible co-produce actions linked to who are at risk of offending/ reoffending | Individual partners – Lead Tayside Partnership Community Justice Scotland (CJS) Scottish Government ACJP Coordinator | Effective leveraging of budgets | 2020/23 |
| 2.3 Strengthening of Whole Systems approach by undertaking review to identify workforces understanding of the approach | Develop and deliver training to workforce | Community Justice Partnership Coordinator ACJ Partners | Training analysis and evaluation of staff trained | 2020/23 |
| 2.4 COVID-19 Pandemic | Risk Register updated regularly in line with pandemic guidance and disseminate to partners for review Utilise partnership to highlight local opportunities for those at risk of offending/ reoffending e.g. foodbanks | Community Justice Partnership Coordinator VAA CPP | | 2020/23 - ongoing |

Outcome 3. People have better access to the services that they require, including welfare, health and wellbeing, housing and employability

| Priority Areas | Improvement Actions | Lead Agency/ Partners Involved | Measurement | Timescale |
|---|---|---|---|-------------------|
| 3.1 Promote services offered by Skills Development Scotland (SDS) to all services who work with people involved in the Justice system | Identify those who would benefit from SDS engagement Promote employment opportunities for those who have offended | Community Justice Partnership SDS – Lead Justice Federation for Small Business Local Jobcentres DEAP | Number of those involved with justice service engaging with SDS Increase in employment for those involved with Justice | 2020/23 |
| 3.2 Develop protocols and pathways between services to support referral processes between services from point of arrest to reintegration | Review current pathways to identify gaps Link with current CPP Strategic Group | Justice – Lead ADP General Practitioners (GP) PS AfC PENUMBRA Suicide Prevention Partnership (SPP) Mental Health Teams SPS CJS PPA | Implementation of required pathways etc Increased awareness of community justice with health professionals reinforcing the links, opportunities and impacts at every stage of the /person's involvement with justice | 2020/23 |
| 3.3 Identify and address health issues throughout the journey of those involved with the justice service to improve overall wellbeing and reduce inequalities | Partners facilitate and support improved access to i.e. substance use and mental health services | ADP – Lead Justice Angus Mental Health & Wellbeing Network Keep Well Service Welfare Rights | Evidence that service barriers have been identified and addressed Participation involvement and new community initiatives | |
| 3.4 Increase exit questionnaires completed by those involved with Justice | Support completion of exit questionnaires to identify improvement in individuals social and human capital of those with offending behaviour | Justice -Lead Communications Team Communities Teams VAA Glens Projects | Numbers and comments completed by clients Evaluation of data to inform future planning | 2020/23 - ongoing |

Outcome 4. Effective interventions are delivered to prevent and reduce the risk of further offending

| Priority Areas | Improvement Actions | Lead Agency/ Partners Involved | Measurement | Timescale |
|---|--|--|--|-------------------|
| 4.1 Examine service intervention models to improve outcomes for individuals and consider whether these can be replicated elsewhere Wider research to identify 'what works' in other services/areas & adopt appropriately | Evaluate initiatives/pilots and use these evaluations to support adopting within other services, and inform strategies to reduce offending/reoffending | Community Justice Partnership All partners | Implementation of new and/or improved interventions within other services Evidence of success of interventions adopted | 2020/23 |
| 4.2 Develop closer links with Children and Families Services to prioritise the early intervention and prevention agenda | Awareness training sessions Youth Concern Group | Children and Families – Lead Communities Team Education YCG FO PS Hillcrest Futures | Increased awareness of Community Justice with children and young people | 2020/23 - ongoing |
| 4.3 Extend knowledge of Diversion from prosecution opportunities in justice and the third sector | Develop services understanding of Diversion by holding funding sessions exploring this area of work | Justice – Lead Coordinator COPFS PPA | Reduce number of individuals entering Justice system | |
| 4.4 Raise awareness of educational workforce of the impact on children when a family member is in prison Effective engagement with children and families whose family member is in prison | Development of further awareness sessions Improve access to information for families to gain a better understanding of their needs Deliver a family-based approach with those who offend to reduce reoffending | Families Outside – Lead Communities Team Children, Families & Justice Education SPS Prison Healthcare Barnardo's Health Visitors | Number attended and evaluation of sessions Families better informed and empowered to make decisions Increased awareness of the vulnerability and needs of children and families affected by parental imprisonment. Reduce stigma associated with prison | 2020/23-ongoing |

Outcome 5. Life chances are improved through needs, including health, financial inclusion, housing and safety, being addressed

| Priority Areas | Improvement Actions | Lead Agency/ Partners Involved | Measurement | Timescale |
|---|--|---|--|-----------|
| 5. Design a pathway to make it easier for males with offending backgrounds to access services | Develop effective links from time of arrest to reintegration back into the community for those who have offended | Justice – Lead SPS ADP Housing Prison Healthcare | Provide a more streamlined and effective throughcare provision | 2020/23 |

Outcome 6. People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities

| Priority Areas | Improvement Actions | Lead Agency/ Partners Involved | Measurement | Timescale |
|--|--|--|--|-------------------|
| 6.1 Develop closer links with children and families to prioritise the early intervention and prevention agenda | Enhance opportunities for children and young people to prevent them entering the justice system | Children & Families - Lead Education YCG SDS FO Hillcrest Futures PS | Reduction in referrals to Children's Reporter and increase in use of Diversion | 2020/23-ongoing |
| 6.2 Increase range of 'other activities' undertaken as part of Community to promote opportunities for those subject to Community Payback Orders. | Use of 'other activity' within partnership services ie access to mental health for those age under 21 and women | Justice VAA Communities Team | Increased range and variety of 'other activity' Recording of 'other activity' on IT systems to allow monitoring | 2020/23 |
| 6.3 Restorative Justice (RJ) | Promote RJ: training available for RJ facilitators; enable safe sharing of data between justice services; raise public awareness of the benefits of RJ | Children, Families – Lead Justice COPFS Court VAA CJS Scottish Government | Evidence of RJ being discussed and raised within services and the public. | 2020/23 - ongoing |

Outcome 7. Individuals' resilience and capacity for change and self-management are enhanced

| Priority Areas | Improvement Actions | Lead Agency/ Partners Involved | Measurement | Timescale |
|--|---|---|--|-----------|
| 7. Identify person-centred approaches to broaden range of interventions to reduce further offending. Promote awareness and understanding of Trauma Informed Approach | Links to child poverty local actions plan as part of person-centred and whole system approach Hold a funding session exploring this area of work Presentations to workforce | CPP – Lead Justice Communities Team YCG ADP Justice | Funding session undertaken Evaluation of sessions | |

Making a Difference

How will we know we are making a difference? We will review the plan regularly to assess the progress we are making, build on what has gone well, identify share and extend good practice, and explore how we can address areas for improvement to ensure we are doing everything we can to promote the best possible outcomes for those living in Angus and following the principle that:



Equality is treating everyone the same. But equity is taking differences into account, so everyone has a chance to succeed."

Helpful links

- Community Justice in Angus
https://www.angus.gov.uk/community_empowerment/community_justice/community_justice_in_angus
- Community Justice (Scotland) Act 2016
<https://www.legislation.gov.uk/asp/2016/10/contents/enacted>
- National Strategy for Community Justice - June 2022
<https://www.legislation.gov.uk/asp/2016/10/contents/enacted>
- Community Empowerment (Scotland) Act 2015
<https://www.gov.scot/policies/community-empowerment/>
- Community Justice Outcome Performance and Improvement Framework 2016
<https://www.gov.scot/publications/community-justice-outcomes-performance-improvement-framework/> (*currently being revised and due for publication April 2023)

Other useful links:

- Equally Safe <https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2018/04/equally-safe-scotlands-strategy-prevent-eradicate-violence-against-women-girls/documents/00534791-pdf/00534791-pdf/govscot%3Adocument/00534791.pdf>
- Safe & Together <https://communityjustice.scot/wp-content/uploads/2020/07/Companion-document-The-Safe-and-Together-Model-and-Domestic-Abuse-Perpetrator-Programmes.pdf>
- Adverse Childhood Experiences (ACE) <https://www.gov.scot/publications/adverse-childhood-experiences-aces/#:~:text=ACEs%20and%20trauma%20overview,-Psychological%20trauma%2C%20including&text=In%20particular%2C%20growing%20up%20with,lastings%20effect%20on%20people's%20lives>
- Human Rights <https://www.legislation.gov.uk/asp/2006/16/contents>
- Community Support [Community Support Services](#)
- Restorative Justice <https://communityjustice.scot/wp-content/uploads/2022/09/Restorative-Justice-Key-Messages-and-Useful-Links.pdf>

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