

# COMMUNITY JUSTICE OUTCOME IMPROVEMENT PLAN

Dundee Community Justice  
Partnership

2020-2023

## What is the Dundee Community Justice Partnership and what will they do?

The Dundee Community Justice Partnership (CJP) brings together public agencies and the third sector to reduce re-offending and contribute towards improving the lives of people who live and work in our city. Our Community Justice Arrangements were established in response to the Community Justice (Scotland) Act 2016. The following partners contribute towards these arrangements:



## Our Vision

In accordance with the vision expressed in the Scottish Government National Strategy for Community Justice, our shared vision is to ensure that Dundee ***“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”***.

## How we will achieve this vision

We will achieve this vision through continued partnership working, taking effective action on our key priorities and contributing towards the cross-cutting priorities of other partnership groups. Our priorities have been informed by the National Strategy for Community Justice and an accompanying Outcomes, Performance and Improvement (OPI) framework; our City Plan; our achievements over the last 3 years; and a recent strategic assessment.

## Work with the wider partnership

We are committed to linking Community and Social Justice in ways which make the best use of all resources and meet the needs of all people in our local communities. Evidence shows that people who commit offences often have a range of underlying needs, such as substance misuse, mental health and employability, along with a greater vulnerability to becoming victims of crime. Relevant partnerships and/or priorities therefore include:

- **Alcohol and Drug Partnership** – Drugs Commission Action Plan
- **Violence Against Women Partnership** – domestic abuse and exploitation
- **Child Protection Committee** – children and young people at risk of abuse
- **Adult Support and Protection Committee** – protection of vulnerable adults
- **Health and Social Care Partnership** – mental health and substance misuse

## Building on what we have achieved in the last 3 years

This Plan builds on what we have achieved across the criminal justice system and with wider partnerships in the last 3 years. From a person’s arrest through to consideration of their prosecution, their appearance in Court, their sentence and where relevant, their release from prison, a range of actions progressed within and between partners have led to some significant improvements in both the operation of the system and outcomes for people who have committed offences and the wider community:

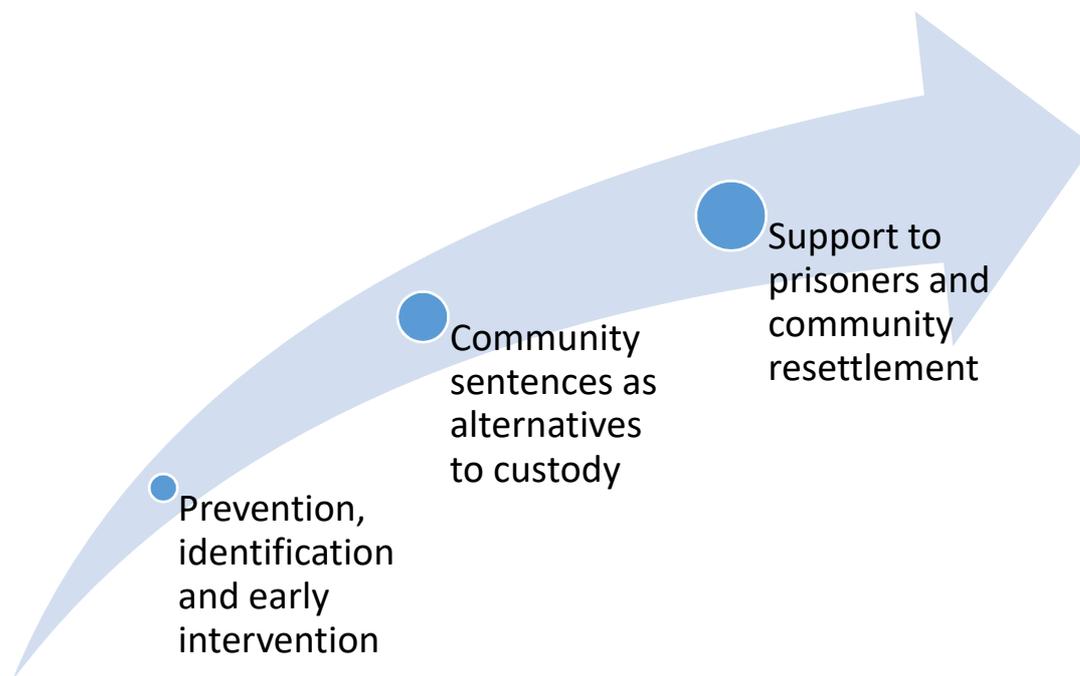
Priorities	What We Have Achieved
<b>Diversion from Prosecution</b>	An increase from 55 cases in 2017-18 to 129 in 2018-19
<b>Community Payback Orders</b>	An average 78% completion rate between 2016 and 2019
<b>Unpaid Work</b>	Over 100,000 hours of unpaid work in the community from 2016 to 2019  100% satisfaction rates from recipients of Unpaid Work
<b>Vulnerable Women</b>	Implementation of the Safe and Together approach and the Caledonian Programme
<b>Workforce Development</b>	Workforce training in Trauma Informed Practice, Recruitment and Benefits

<b>Housing</b>	Adoption of Rapid Rehousing and Third Sector Housing First models
<b>Health</b>	<p>Additional Mental and Occupational Health staff in HMP Perth</p> <p>New guidance for GP practices for GP registration for prison leavers</p> <p>Establishment of Non-Fatal Overdose Test of Change</p>

These are significant achievements which reflect our determination to improve the operation of the criminal justice system as a whole and ensure people can be supervised and supported in accordance with the nature of the offence(s) they have committed and any underlying risks and needs. Over the next 3 years, we want to build on this and demonstrate improved outcomes across the range of indicators outlined on p.8-10. We believe this will continue to make a significant positive difference to the lives of all people in the city.

### How we have structured the plan

In accordance with a whole systems approach to community justice, we have structured the plan into 3 key categories of action. The first places an emphasis on identifying and responding to problems early, in order to prevent them from escalating and ensure that people can be kept out of the formal criminal justice system. The second involves the effective delivery of robust alternatives to short-term prison sentences which similarly address underlying needs. The third promotes support to people in prison and their families, including their resettlement:



## OUR ACTION PLAN 2020-2023

### Key Area of Focus: Prevention And Early Intervention

We know that once people are involved in the formal justice system, it is very difficult to get back out, particularly if they get a criminal conviction. In order to prevent people being drawn into the formal justice system in the first place and to support those that do find themselves involved, we will:

1. **Hold weekly partnership meetings to oversee and jointly develop support to young people at risk of entering the Criminal Justice system.** [Lead: Police Scotland/Children and Family Service]
2. **Community Justice Service and the Crown Office and Procurator Fiscal Service (COPFS) will work jointly to identify and assess suitable cases as part of a Diversion from Prosecution Service.** [Lead: COPFS/CJS]
3. **Further development and roll out of Trauma Informed Practice training across the Community Justice Workforce and other agencies.** [Lead: Protecting People Team (PPT)]

#### CASE STUDIES

Mr Y was assessed as suitable for Diversion during an initial appointment in September 2019. Mr Y attended this appointment with his father and expectations were discussed as to what the process would entail. Mr Y attended the various appointments as requested, engaged well with staff, completed all the planned work and displayed a good understanding of what he has learnt over the programme. The programme covered work on what is considered healthy sexuality and consent, the ripple effect of who was affected by the offence, myth busting and victim and alcohol awareness. In November 2019 Mr Y reported that he had received an appointment at the Army Assessment Centre in Edinburgh and has since passed his assessment and been accepted to start at the Army Foundation College. Mr Y appears to have benefited from engaging with the process and accepts full responsibility for his offending behaviour, and the impact that this has had on him and others.

Mr A was assessed as suitable for diversion and to undertake a programme of offence focussed work. To help guide support, an assessment reviewed his history and short-term risk for multiple adverse outcomes. Mr A went on to complete a Victim Awareness Programme which included the events prior, during and after the incident and how he could have made different choices. This also gave Mr A the opportunity to increase his awareness of the consequences for the person harmed, himself and others, including his family and the wider community. Mr A completed a module of work focussing on internet safety and the law. He is currently at college studying Social Science and undertaking part-time employment which he enjoys.

## Key Area of Focus: Journey through the Criminal Justice System

In order to support people who have been victims of crime and other potential victims, it is important that there is a varied and credible range of community alternatives to custody which Sheriffs can have confidence in. We will therefore:

1. **Routinely liaise with Sheriffs and Justice of the Peace to inform them of the range of bail supervision and community sentencing options and their effectiveness.** [Lead: Community Justice Service (CJS)]
2. **Ensure that when sentenced to a CPO, clients are offered an appointment on the same day, induction/case management meetings take place within 5 working days and work placements begin within 7 working days.** [Lead: CJS]
3. **Deliver a range of supports to individuals subject to community sentences which are proportionate and relevant to risk and needs. There will be a bi-annual audits of CJS reports and casework to ensure that LSCMI and other assessment are being carried out according to National Standards and to a high quality.** [Lead: CJS]
4. **Ensure there is a continued focus on tackling domestic abuse by using the Spousal Risk Assessment tool for assessing people who have committed Domestic Abuse offences and implementing the Caledonian Programme**
5. **Assess all registered sex offenders subject to a community sentence or licence conditions with accredited risk assessment tools and manage them under multi-agency public protection arrangements.** [Lead: CJS]
6. **Ensure people with chronic substance misuse problems which link to their acquisitive offending are fully assessed for both Community Payback Orders with substance misuse requirements and Drug Treatment and Testing Orders.** [Lead: CJS/Integrated Substance Misuse Service (ISMS)]
7. **Continue to expand the number of creative and relevant options offered as Other Activity within Community Payback Orders with Unpaid Work.** [Lead: CJS]
8. **Further develop the Peer Mentoring model “Beyond Mentoring Service” supported by Tayside Council on Alcohol and target Bail Mentoring at people who are at risk of a remand into custody.** [Lead: Tayside Council on Alcohol (TCA)]
9. **Engage with local communities to promote their understanding of the criminal justice system** [Lead: Community Safety and Justice Executive Board]
10. **Implement, monitor and analyse an outcomes questionnaire to develop areas of good practice and inform of required service improvements.** [Lead: CJS]
11. **Reduce the barriers to employability for all people with an offence history by working in partnership with organisations delivering employability services.** [Lead: City Development/, Planning and Economic Development]
12. **Ensuring that victims and witnesses receive the support they require, and that their voices are heard and their opinions are taken into account.** [Lead: Victim Support]

### **Case Studies**

A referral was sent in by children and families social work through the helpline service. The main concerns were around how the children were coping with their father's imprisonment as the children witnessed the arrest which had been a traumatic experience for both client and children. Families Outside provided support to the family through a first time prison visit, weekly home visits, information provision around Home Detention Curfew questions/concerns, referrals to third sector agency for winter coats for the children, art therapy and befriending service referrals for the children and additional support in preparation for release of their father. As a result of the help from Families Outside and good links with social work, the client and children reported that they felt supported throughout the sentence.

Mr B was charged with offences of Police assault, theft and possession of an offensive weapon and began a 2-year Community Payback Order (CPO) with requirements of Supervision and Drug Treatment Requirement (DTR). After a period of good progress, Mr B relapsed but during the period he was struggling he was offered persistent support. He was seen weekly for Supervision as well as attending clinical appointments. Mr B has since engaged well and evidenced full stability during sample results. Work in Supervision was targeted at helping him manage high stress levels using a strengths-based approach to help him understand that he did have levels of resilience that he could access when faced with difficulties. With support and treatment Mr B has managed not to re-offend during this period of Supervision. Moreover he is now working part-time. He talks more positively about his future and improved family relationships.

## Key Area of Focus: End of Sentence/Release and Resettlement

Research has shown that because individuals within the criminal justice system present with a variety of often multiple and complex needs, including mental health, substance misuse, housing, employability, financial inclusion, their smooth transition from prison to community is paramount to improving life chances and reintegrating them successfully. We will therefore:

1. **Offer Voluntary Throughcare Support to prisoners prior to release from prison to ensure that the appropriate level of intervention, support and signposting is available in the community.** [Lead: CJS]
2. **Ensure that young people and their families who are affected by imprisonment are offered support.** [Lead: Education/Families Outside]
3. **Review the Integrated Case Management (ICM) process.** [Lead: Scottish Prison Service (SPS)]
4. **Implement the National Drug Death Task Force Recommendation that asserts that people with substance misuse issues receive “equivalence of support” within the community justice system.** [Lead: NHS Prisoner Healthcare/SPS]
5. **Continue to support the Non-Fatal Overdose Test of Change and implement any recommendations as appropriate following the test period.** [Lead: Chair of the Dundee Drugs Action Plan workgroup/Lead Pharmacist]
6. **Develop the Tayside Throughcare Support Network, including holding a multi-agency Throughcare development day.** [Lead: Scottish Prison Service (SPS)]
7. **Work with the Scottish Prison Service and other partners to support the development of the new Female CCU, including ensuring plans are in place to deliver social work and health services within the unit.** [Lead: Community Custody Unit Project Board]
8. **Implement a new Housing Prisoner Pathway Service - ‘Positive Connections’ - to provide 'Sustainable Housing on Release from Prison' which will include advising, advocating and assisting individuals who are incarcerated and have a live connection to Dundee as well as the provision of practical assistance to individuals who face various barriers to living independently within the community.** [Lead: Housing]

### Case Study

Mr F has a history of offending since he was a teenager. He grew up in a gang culture with violence being the normal way of life in the area he lived in. He got involved in drugs and criminal activities. He was last incarcerated for armed robbery and attempted murder. During his long sentence, he successfully stopped using drugs and was part of a SMART recovery program, gaining a qualification as a recovery facilitator. Once released from prison he spent 1 month in temporary accommodation before obtaining a house. Since being released from prison, he has lived drug free and now is involved with helping others recover from drug misuse. He has participated in the Recovery Walk Scotland and provides talks on the subject for young people. He is also involved in the addiction garden group and recovery groups around Dundee. He no longer has the need for supported accommodation and is on the way to getting himself mainstream housing. He now feels confident in dealing with everyday tasks and talking to Local Authority workers by himself. He is also very keen to participate in group events.

## How will we know we are making a difference?

As a partnership, we will ensure that we have a consistent and sustained focus on improving Community Justice Outcomes. We will regularly collate and analyse information on a range of indicators to assess the extent to which we are making progress; where good practice can be shared and extended; and how we can address areas for improvement. The following outcome measures provide an initial outline of the information we will gather and include both quantitative and qualitative indicators. This framework will be refined and extended as appropriate in the course of the plan implementation.

### Prevention And Early Intervention

Measures	Baseline	Target
The % of 16-17 year olds charged with offences who are dealt with under diversionary measures (cases commenced).	2018-19 39%	49%
The % of females charged with offences who are dealt with under diversionary measures (cases commenced).	2018-19 28%	38%
The % of males charged with offences who are dealt with under diversionary measures (cases commenced).	2018-19 72%	80%
% of young people (u-16) dealt with by early and effective intervention measures (EEI)	2017/18 71%	– 71%
Number of prisoners assisted by Housing Prisoner Pathway Service at start of sentence	N/A	

<b>Journey through the Criminal Justice System</b>		
<b>Measures</b>	<b>Baseline</b>	<b>Target</b>
Number of CJSW reports with custody as a main outcome	2018/19 – 176 (17% of all outcomes)	170
The % of young people 16-17 year olds with custody as a main outcome of CJSW Report	2018/19 – 5% of all 16-17 year olds	0%
% Successful completion rates for CPOs.	2018/19 – 69%	79%
Reconviction rate %	2016/17 – 25.2%	28.9%
Average number of reconvictions per offender	2016/17 – 0.42	0.48
Number of Bail Mentoring schemes	N/A	45 annually
% Successful completion rates for Bail Mentoring schemes	N/A	80%
% Recipients satisfied with Unpaid Work (UPW) placements.	100%	100%
% of those on UPW satisfied with the support provided.	2018/19 – 90%	100%
Number of Referrals to Victim Support	2018/19 761 referrals	1000 referrals (25% increase in referrals by end of year one then review).
Total UPW hours carried out	2018/19 – 27,640	27,640 annually
The number of Other Activity hours worked e.g. social skill hours by TCA Beyond Mentoring, Access to Industry hours.	2018/19 – 555 hours	600 annually
% where First Direct Contact took place within 1 working day of date of imposition of order by court	2018/19 – 73%	83%
% where First Induction/Case management took place within 5 working days of date of imposition	2018-19 – 80%	85%
% UPW placements that started within 7 days of imposition of the order by court	2018-19 – 60%	70%
The number of drug treatment and testing orders.	2018/19 – 3	8
The number of Drug Treatment Requirements issued as part of a CPO	2018/19 - 29	34
% Successful completions for DTTOs	2018/19 – 21%	26%
Support Needs Questionnaire shows client improvements in terms of Health, Education and Training, Relationships with Friends and Family, Substance Use, Finance, Attitudes to Offending, Employment, Mental Health and Housing needs.	N/A	Moved up the improvement scale on the Support Needs Questionnaire. Analysis of additional comments received.
Number of prisoners assisted by Housing Prisoner Pathway Service during sentence	N/A	

## Key Area of Focus: End of Sentence/Release and Resettlement

Measures	Baseline	Suggested Improvement by the end of the plan
Number of adults commencing Voluntary Assistance	2018/19 - 164	174
Number of 16-20 year olds taking up Voluntary Assistance.	2018/19 – 0	90% of those eligible
Number of prisoners provided assistance by Housing Prisoner Pathway Service Pre-liberation	N/A	
Number of prisoners provided assistance by Housing Prisoner Pathway Service at liberation	N/A	
Number of Housing Prisoner Pathway Service Case Studies demonstrating positive outcomes	N/A	12 per year

### Learning and Workforce Development

Within the Community Justice Partnership there are clear, shared aims as outlined in the above plan. We remain committed to supporting and developing our community justice workforce to ensure we work in a co-productive, engaged, flexible way to improve the outcomes for the citizens of Dundee. Our learning and organisational priorities for the period 2020-2023 will be as follows:

- Development and roll out of Trauma Informed Practice across the Community Justice Workforce and other agencies
- Further roll out of Safe and Together Briefing sessions across the workforce and partner agencies
- Participation and engagement in the Domestic Abuse Practitioners Forum
- Participation and engagement in the Tayside Throughcare Support Network

### Plan Governance

The CJP will monitor progress on an ongoing basis, reporting to the Community Safety and Justice Board, Chaired by the Executive Director for Neighbourhood Services. This is a multi-agency partnership consisting of the defined set of statutory partners and other agencies and also Elected Member representation. The Dundee Community Justice Outcome Improvement Plan was agreed by the Board in December 2020 and submitted to the Community Safety and Public Protection Committee in January 2021 for final approval. The flowchart in Appendix 1 provides an illustration of how the Community Justice Partnership connects to the Executive Board.

This Plan will be reviewed quarterly by the Board and the Dundee Community Justice Partnership. Annual reports on performance will continue to be published and shared with Community Justice Scotland and local Elected Members. After approval this Plan will be available on the Dundee Partnership Website.

It is not a finite document, rather it is part of a continuing conversation with the people of Dundee and our partners. We will continue to work through local and citywide engagement structures in collaboration with partners in the public, independent and third sectors and in local communities, over the lifetime of this Plan.

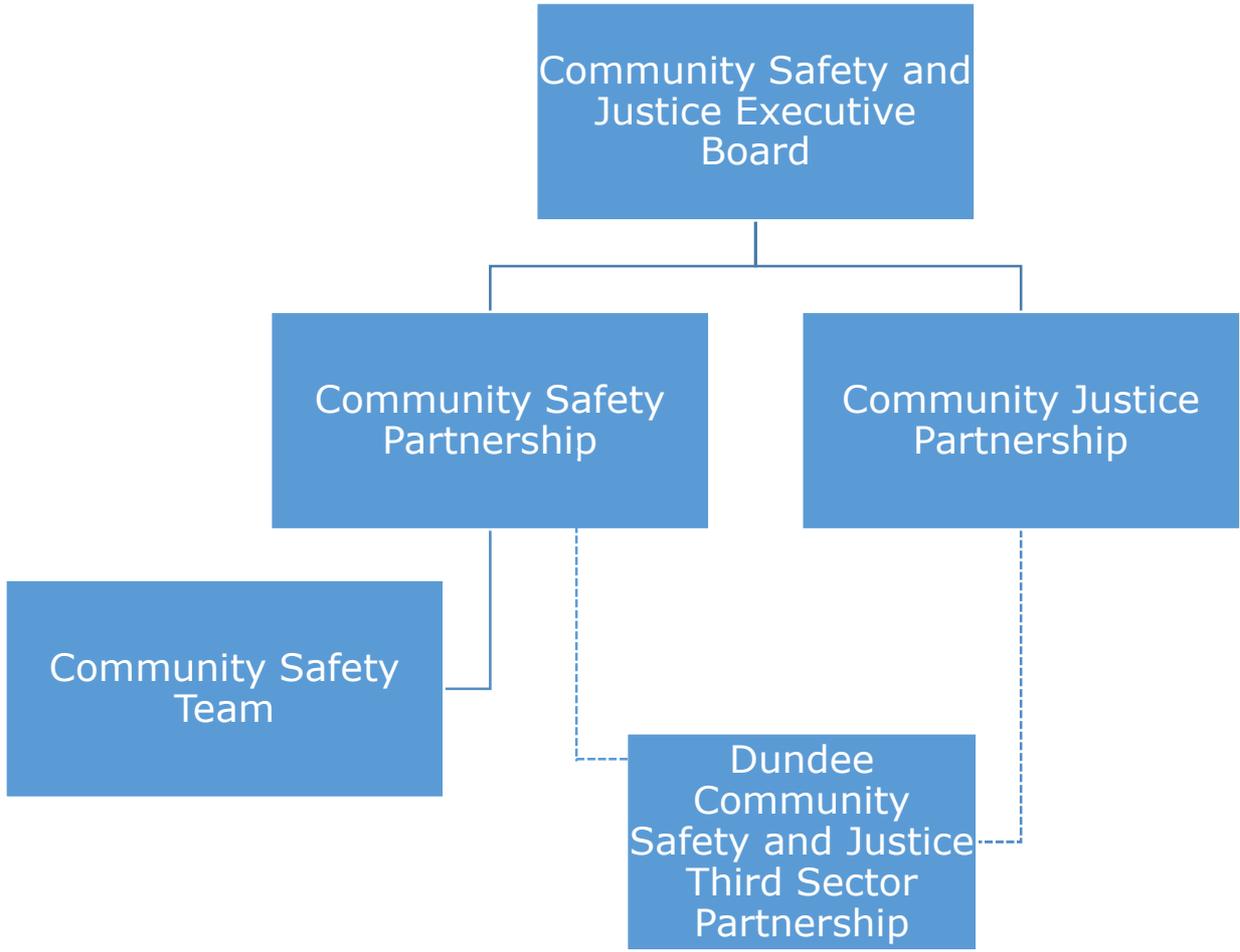
## Helpful links

- City Plan for Dundee: <https://www.dundee.gov.uk/sites/default/files/publications/cityplan.pdf>
- Dundee City Council Community Justice Service: <https://www.dundee.gov.uk/service-area/children-and-families-service/integrated-childrens-services-and-community-justice/community-justice-services>
- National strategy for Community Justice: <https://www.gov.scot/publications/national-strategy-community-justice/>
- Community Justice Outcomes, Performance and Improvement Framework: <https://www.gov.scot/publications/community-justice-outcomes-performance-improvement-framework/>
- Community Justice Scotland: <https://communityjustice.scot/>

## Contact Us

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**APPENDIX 1: COMMUNITY SAFETY AND JUSTICE GOVERNANCE STRUCTURE**



## APPENDIX 2: PARTICIPATION STATEMENT

The Dundee Community Justice Partnership is committed to engaging with people and empowering them to contribute to our Community Justice Outcome Improvement Plan (CJOIP). In preparing the plan, we carried out a number of engagement activities

<b>Stakeholder</b>	<b>Activity</b>
<b>Statutory Partners</b>	A Community Justice Development Session was held in June 2019 for partners. They are also kept up to date with any relevant correspondence in between times, including assisting with the development of the plan.
<b>Third Sector</b>	There is a strong third sector involvement with the Community Justice Partnership, with Action for Children and Tayside Council on Alcohol active members of the Community Justice Partnership. Similarly, the Community Justice Co-ordinator attends meetings of the Community Safety and Justice Third Sector Forum.
<b>Children and Families</b>	Good links have been established with the local Families Outside Co-ordinator. The Co-ordinator is now based within the Community Justice Service at Friarfield House. She is also part of the Third Sector Forum. Engagement will continue on this basis.
<b>People with Convictions or Representative Bodies, including Service Users</b>	Over the period covering the last plan, focus groups were carried out within HMP Perth with Positive Prison? Positive Futures...., SPS prison management and members of the Community Justice Partnerships from across Tayside and Fife.  Engagement will continue as part of the new plan in line with existing internal and partner engagement channels which are well established within Dundee. It will also continue via the community Safety and Justice Third Sector Forum and as part of the CPO reporting process whereby the Community Justice Service requests feedback from unpaid workers and recipients of projects by way of exit evaluation questionnaires.
<b>Reports</b>	Reports have been provided to the Community Safety and Justice Executive Board, Dundee Partnership Management Group and the Community Justice Partnership on the development of the plan.
<b>Public</b>	The plan was shared on the Dundee Partnership Website, circulated to Dundee Partnership Members and more widely via the Dundee Partnership E-Bulletin mailing list. It was also added to the Dundee City Council Website under Have your Say Consultations.
<b>Victims and Witnesses</b>	Victim Support have been consulted in the development of the plan and are the lead for one of the actions. Engagement will continue through the Community Safety and Justice Third Sector Forum.
<b>Other Communities</b>	The Community Justice Co-ordinator attends the National Coordinators Network. This forum connects to statutory partner organisations and has regular input from Community Justice Scotland and the Scottish Government. The Community Justice Co-ordinator also meets regularly with neighbouring Community Justice Partnership Co-ordinators from Angus, Perth and Kinross and Fife Councils to share good practice, ideas and knowledge.

There is a commitment from the partnership that participation, engagement and consultation will be ongoing. We will ensure continued liaison and communication between the above stakeholders in our efforts to reduce reoffending.