

Perth and Kinross Community Justice Outcomes Improvement Plan 2023 – 2028



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What Is Community Justice?

“Community justice is principally about organisations working together to ensure that people who have offended address the underlying causes of their behaviour and pay back to the community where appropriate. It aims to encourage rehabilitation, reduce reoffending, and protect the public, leading to fewer victims and safer communities”.

(National Strategy for Community Justice 2022)

Key National and Local Strategic Context

Community Justice (Scotland) Act 2016

The Community Justice (Scotland) Act 2016 requires the Statutory Partners to:

- Focus on improving community justice outcomes locally.
- Publish a Community Justice Outcomes Improvement Plan (CJOIP).
- Publish a Participation Statement on their engagement with third sector and communities as part of the community justice planning process.
- Review the CJOIP periodically.
- Take account of the National Strategy for Community Justice, and the Local Outcomes Improvement Plan (LOIP), when developing the CJOIP.
- Annually report progress against the CJOIP using the national outcomes for community justice outlined in the

Outcome Performance Improvement Framework (OPIF).

The Statutory Partners, 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 and Procurator Fiscal Service (COPFS))
- Skills Development Scotland

The Act requires Community Justice Partnerships to develop and publish a CJOIP. This is the second CJOIP developed by Perth and Kinross Community Justice Partnership (now the Community Justice and Safety Partnership following a merger of two partnerships during 2022). The first CJOIP covered the period 2017 to 2020. This plan was subsequently extended to the launch of this new plan, due to competing demands resulting from COVID-19.

The Vision for Justice in Scotland

The Scottish Government published [The Vision for Justice in Scotland](#) in 2022. The Vision for Justice seeks to shift the balance of care from prison to community.

“We will shift the balance to ensure the role of custody will be reserved only when no alternative is appropriate, instead seeing a greater availability of justice options within our communities. In doing so we will ensure that public protection remains a priority and that people going through the criminal justice system have access to the support and rehabilitation they need. This will reduce crime and further offending, and make our communities safer, reducing the number of victims who suffer trauma and harm”.

National Strategy for Community Justice

A new [National Strategy for Community Justice](#) was published in June 2022. The National Strategy supports and drives forward action in relation to the outcomes set out in the Justice Vision.

The Strategy outlines four National Aims and 13 Priority Actions detailed in pages 22-46 of this document. Community justice partners have a statutory duty to have regard to the

strategy and to work collaboratively to improve community justice outcomes across Scotland.

Outcome Performance Improvement Plan

The national [Outcome Performance Improvement Plan](#) (OPIF), aligned to the National Strategy, was launched on 1 April 2023. The purpose of the OPIF is to provide community justice partners, and Community Justice Scotland, opportunities to measure progress and drive improvement.

The OPIF outlines:

- 9 National Outcomes aligned to the priority actions within the strategy.
- 12 National Indicators which are to be used to measure performance in achieving the national outcomes.

Local evidence will be gathered and analysed in line with the guidance set out by Community Justice Scotland's [Improvement Tool](#). The National Outcomes and National Indicators are also detailed in pages 22-46 of this document.

Perth and Kinross Local Outcome Improvement Plan

A new Perth and Kinross [Local Outcome Improvement Plan](#) (LOIP) was published in 2022, covering the period 2022 to 2032. The LOIP clearly describes how the Community Planning Partnership (CPP) will achieve the Perth and Kinross shared ambition for excellence.

“Our revised ambition for our area to be the best place in Scotland for everyone to live life well, free from poverty and inequality”.

The plan sets out five strategic objectives:

- Reducing Poverty
- Physical and Mental Wellbeing
- Digital Participation
- Skills, Learning and Development
- Employability

The LOIP outlines key demographic data for Perth and Kinross and should be read in conjunction with the CJOIP.

GOVERNANCE

Within the Community Justice (Scotland) Act 2016, Community Justice Partnerships (CJPs) are answerable solely to the Statutory Partners own governance arrangements. However, within Perth and Kinross it is recognised that the Community Justice Partnership should be part of the local community planning process, and therefore the Community Justice and Safety Partnership also reports to the CPP within Perth and Kinross.

Figure 1: Community Planning Partnership Structure



Community Justice and Safety Partnership

The Community Justice and Safety Partnership is chaired by an elected member of the Council. All eight statutory partners are represented at the Partnership. In addition to the statutory partners, the Third Sector Interface (TSI), an independent arm of Perth and Kinross Association of Voluntary Service (PKAVS), are co-opted representing the Community Safety Third Sector Collaborative. The overarching strategy/vision of the Community Justice and Safety Partnership is outlined in Appendices 1,2 and 3 and form the basis of CJOIP content. The work is provided in both illustrative and plain text form to suit reader preference and were created by the Partnership over two sessions, early 2022. During the first session the Partnership explored: What's on the horizon; Self-identification of Partnership strengths; Self-identification of gaps; and priorities and demands. The Partnership's approach was discussed during session two.

Participants were asked to rate the priorities, and the scoring was used to identify the priorities. Three priorities were identified:

- Substance Use
- Violence Against Women
- Reducing Re-offending

Community Safety Third Sector Collaborative

The Community Safety Third Sector Collaborative benefits from membership from the TSI and a range of third sector organisations and statutory services including (this is not an exhaustive list and consideration is always being given to new membership):

Third Sector

- TSI, PKAVS
- Independent Advocacy Perth and Kinross (IAPK)
- Tayside Council on Alcohol (TCA)
- Hillcrest Futures
- Families Outside
- Scottish Families Affected by Alcohol and Drugs
- CrossReach
- APEX
- SHINE Mentoring
- CATH Housing
- Simon Communities
- Turning Point
- Positive Steps
- Women's Aid

- Rape and Sexual Abuse Centre (RASAC)
- Barnardo's
- Victim Support
- Change MH
- Neuk
- Mindspace
- Lighthouse
- Stop It Now
- Andy's Man's Club
- Venture Trust
- Perth and Kinross Employability Network
- Perth Six Circle Project

Statutory

- Community Justice and Safety Partnership
- Alcohol and Drug Partnership
- Housing
- Police Scotland
- Skills Development Scotland (SDS) Partnership

The overarching vision of the group is outlined in Appendix 3. The infographic was created during a development session where the Collaborative explored: Current Supports Delivered; Gaps; What People Need from the Third Sector.

CJOIP Development 2023-2028

This CJOIP outlines how progress will be made by the Community Justice and Safety Partnership against national and local Community Justice priorities. The CJOIP was approved by the Community Justice and Safety Partnership on 5 May 2023.

Participation Statement

Statutory and Third Sector organisations have been engaged and consulted throughout the development of this plan. This engagement has been achieved through various mechanisms:

- Community Justice and Safety Partnership development sessions (January and February 2022).
- Community Justice and Safety Partnership meetings – Quarterly.
- Community Safety Third Sector Collaborative (including victim organisations) development session.
- Community Safety Third Sector Collaborative meetings – Quarterly.

- Engagement with Alcohol and Drug Partnership Lived Experience Group (October 2022).
- Working Groups – Prisoner Release; Arrest Referral – six-weekly.
- Topic specific sessions – Voluntary Throughcare Providers, Floating Housing Support Providers (February 2023).
- The CJOIP was shared with the Equalities Strategic Forum for consultation (in May 2023).

In addition to the above, focussed Strategic Needs and Strengths Assessment (SNSA) (facilitated discussions with key partners identifying Strengths and Areas for Improvement) activity took place June, October and November 2022 and March 2023. The Partnership opted to undertake smaller, more focussed SNSA activity on the basis that it would provide a greater in-depth understanding of local need. Priority was given to focussed SNSA activity linked to the Aims within the National Strategy. At the time of writing, the following SNSA's had been completed:

- Diversion from Prosecution
- Arrest Referral

- Voluntary Throughcare
- Remand

This enhanced understanding of local need has assisted the Community Justice and Safety Partnership to better identify how to meet local need. A rolling programme of SNSA activity and self-evaluation will continue for the lifetime of the CJOIP and beyond.

Our engagement sessions highlighted a cluttered service landscape. A range of services available for six to nine months but little thereafter. Issues regarding multiple services, with a similar offer, approaching the same people were reported during many of the engagement sessions. The end result - confusion, frustration, and lack of engagement. A need to develop a “No Wrong Door” approach was raised by the Community Safety Third Sector Collaborative and is supported by the Community Justice and Safety Partnership. This need for improved co-ordination was particularly evident within the Arrest Referral, Voluntary Throughcare and Remand SNSA's. These assessments highlighted that similar supports are required for people on each of these journeys.

Our Community Justice Story

The Community Justice story within Perth and Kinross must be viewed against a backdrop of a geographical area spanning 2,041 square miles (one city and over 200 towns / villages / hamlets). Whilst the highest proportion of residents requiring support is within Perth City, community justice services are supporting, and required to support, people across the whole geographical area. SNSA activity has highlighted the need to improve understanding of the geographical location (geographical analysis) of people progressing through the justice journey to ensure that the right support is available, in the right place (in person or utilising digital/online options), at the right time.

The Community Justice and Safety Partnership fully supports the national direction of travel seeking to shift the balance of care from prison to community and recognise the disruption imprisonment causes to family life, particularly where care giving responsibilities exist. Families have reported that they are “**not seen, not heard and not guilty**” (Families Outside). We recognise the need to work collaboratively to ensure detention is only used where no other alternatives exist. To progress in this area, partners need to understand their own role, and the interdependencies/ interconnections with other

partners, to ensure required information is available at key stages and to ensure that partners, and the public, have confidence in community justice and the disposals available within Perth and Kinross. As of 2019, the percentage of adults in Perth and Kinross who feel safe when walking alone in their neighbourhood and in their home alone at night is above the average for Scotland. In the same year, the number of recorded crimes committed in Perth and Kinross declined by 22% compared to 2010/11, with a crime rate of 289 crimes per 10,000 people (451 in Scotland). In addition, the crime rate per 10,000 people, reconviction rates and the number of reconvictions per offender are all below the national average. However, this does not mean those affected by crime and fear of crime are any less affected by its impact on their lives.

Arrests within Perth and Kinross are processed in Dundee Bell Street Police Station. Those who cannot be released (held for court) remain within police custody, until collected for court, by security company, GEOamey.

Perth and Kinross Community Justice and Safety Partnership joined a Dundee **Arrest Referral** test of change in July 2022, along with Angus Community Justice Partnership. The purpose of the test of change, to offer person centred support addressing unmet need and reduce reoffending. A key driver for joining the test of change within the Dundee custody suite

was to maximise engagement opportunities with people from Perth and Kinross who are released on an undertaking to appear or held for court. The test of change has highlighted the logistical issues associated with processing arrests out with the Perth and Kinross area. For example, people due to appear in Perth Sheriff Court that day often leave Dundee custody suite prior to the arrest referral worker starting at 7am, which restricts the worker's ability to offer support. Additionally, supports are only offered to Perth and Kinross residents coming through Dundee custody suite. Therefore, any Perth and Kinross resident processed in another part of Scotland will not receive information about the supports available. More work is required to maximise engagement opportunities with people who have been arrested. Police Scotland began exploring options (April 2023) to reopen Perth police station for arrests, where people can be processed and released without being held in custody. This test of change was ongoing at the of writing.

Referrals from the custody-based arrest referral workers are shared with the Perth and Kinross **Complex Needs Co-ordinator** who screens the referrals and engages with people who do not have a support worker allocated to them. Between September 2022 and February 2023, 21 people referred by arrest referral were supported by the Complex Needs Co-

ordinator (people who did not have a key worker) and referrals were shared with the key worker, where one existed. The Complex Needs Co-ordinator received a further 28 referrals (during the same date range) some of which may be linked to the sharing of information by arrest referral staff. Examples of the most common requests for support include:

- Mental Health
- Housing
- Substance use
- Benefits

Diversion from Prosecution (DfP) is a formal decision by the Procurator Fiscal to divert a person to a local social work team (or other service provider) where support could be provided to address the underlying causes of offending. The purpose of this intervention is to divert people, where appropriate, from the formal criminal justice process and an opportunity to make positive changes.

DfP numbers (referrals and DfP commenced) have been increasing within Perth and Kinross and although lower than the national average (2019 SG data), local data highlights an increase in DfP rates in the past year. Although DfP numbers are increasing locally more can be done to improve access to DfP opportunities for people. This was evident in the local SNSA and in the [Joint Review of Diversion from Prosecution](#) undertaken by the relevant inspectorate bodies. A clear understanding by the professionals involved of their role, and

the interdependencies with the other professionals, was identified as key to maximising DfP opportunities.

In addition to the involved professionals understanding their role and the interconnections with other professionals, it was also identified that a clear understanding of DfP is also required for those signing up to the intervention, and the development of a DfP agreement was proposed and accepted.

Understanding from Police –

information COPFS require within Standard Police Report – details of the crime and wider context.

Understanding from CJSW –

information required by COPFS.

Understanding from COPFS –

information CJSW require when being asked to determine DfP suitability.

Dialogue opportunity – lead local contact Police Scotland - COPFS contact

Bail Supervision and Electronic Monitoring are available within Perth and Kinross and offer alternatives to remand for the court. Bail supervision has been available in Perth and Kinross since April 2021 and Electronic Monitoring since May 2022. Both are currently available to people of 16 years and over. The completion of a Bail Supervision and Electronic monitoring SNSA had been planned during 2022 but was delayed due to issues identified with the SNSA template. Those issues have now been resolved and it is intended the SNSA will take place during 2023.

Perth and Kinross Community Justice and Safety Partnership is the only Partnership in Scotland to have two Prison establishments, HMP Perth and HMP Castle Huntly, accommodating male residents. Nearly all Perth and Kinross residents held on remand are detained within HMP Perth. However, only half of those Perth and Kinross residents serving a sentence are based in a Perth and Kinross based facility with the remainder being detained across Scotland. Engaging / establishing a relationship in preparation for release from a local site is not without its challenges. Those challenges are multiplied when the person is detained out of area.

Remand is utilised as determined by the court. It is recognised that short-term periods of custody/remand can

have devastating short and long-term social and financial impacts on families. For example, interruptions to employment, social networks and family life. In addition, delays resulting from the COVID-19 pandemic have resulted in people being held on remand for longer. Remand presents complications as a release date is not known and remand prisoners can be released unexpectedly from court. The required support is not dissimilar to the support provided to those released from a short-term prison sentence. However, the engagement with, and opportunities to plan, differ. Developing a remand support pathway (via the Perth and Kinross Complex Needs Co-ordinator and local throughcare support) is identified as an area of development.

The initial focus of the Community Justice and Safety Partnership has been improving understanding and undertaking improvement activity relating to **Release from a Short-Term Sentence** / Voluntary Throughcare releases from HMP Perth with the intention of utilising learning to improve the voluntary throughcare offer to Perth and Kinross residents released from other Scottish Prison Service sites. Voluntary Throughcare within Perth and Kinross is delivered by Apex (via the nationally funded New Routes throughcare service), Churches Action for the Homeless (CATH) and Justice Social Work. Apex have four workers supporting voluntary

throughcare across Tayside and CATH have two workers supporting voluntary throughcare across Perth and Kinross. The SNSA identified that work is required to ensure consistency of throughcare offer:

- Housing (sustainable housing)
- Furniture grants
- GP registration
- Benefits
- Employment/training
- Community integration support
- Physical and Mental Health Support
- Recovery support
- Support network
- Transition work families

During 2022, an average of eight Perth and Kinross residents were liberated each month from a sentence under 4 years. Given the geographical expanse of Perth and Kinross, and the throughcare staffing available, the planned delivery model (“opt out” instead of “opt in”), may not be deliverable at the required intensity if uptake increases. Work is required to co-ordinate the throughcare offer to ensure those eligible for the

service are offered voluntary throughcare from the provider best placed to support them. Improving linkages/co-ordination between our voluntary throughcare services and Floating Housing Support services, who have a footprint/presence across the entire geographical area, may enhance capacity. Additionally, funding has been secured by the Perth and Kinross Council’s Housing Service for a two-year Intensive Housing Support test of change. This is in recognition that a cohort of people within Perth and Kinross require a more intensive / assertive support to give them the best chance of sustaining a tenancy. The Community Justice and Safety Partnership will work closely with Housing and other key partners to incorporate this test of change into the more co-ordinated support approach outlined in this CJOIP. It is anticipated that this improved co-ordination of service will result in improved continuity of support and ultimately better outcomes for people. Uptake and outcome data will be gathered and evaluated.

Availability of support to families from the point of arrest to the end point of the justice journey is a recognised area for development within Perth and Kinross. Families Outside are a national organisation supporting families affected. However, uptake of the service, although increasing, has been low in

Perth and Kinross. Ongoing work to raise the profile of the service available is required for multiple reasons, including:

- Maintaining relationships – important for the person in prison and the family, seeking to minimise Adverse Childhood Experiences where children form part of the family group.
- Ensuring families receive the support they require for the period the person is absent from the household.
- Supporting the transition back to the family environment.

The supervision of those given **Community Sentences** is well established within Perth and Kinross with programmes available to promote desistance from offending and to support rehabilitation. These include: One-Stop Women's Learning Service (OWLS), Evolve (men's services) and established programmes such as the Caledonian Service, Moving Forward: Making Changes and Tayside Council on Alcohol's Mentoring Service.

Intensive work has taken place within the Community Justice Social Work (CJSW) team in relation to trauma informed / response CJSW delivery.

- The team have benefited from enhanced trauma training.
- The team have developed a trauma screening tool and also used their learning to make meeting spaces more trauma informed.
- A specialist group work trauma programme (Connecture) has also been trialled for men during 2022-23.

Work is required to develop wider a trauma informed / responsive workforce to enhance engagement and promote consistency of service delivery/approach.

An evaluation of **Drug and Alcohol** Treatments Requirements was undertaken by CJSW, following the identification of a disconnect between the expectations of Sheriffs and the delivery of Drug and Alcohol Treatment Requirements. The Sheriffs understood they were accessing additional resource from the Integrated Drug and Alcohol Recovery Team (IDART) for people when imposing a Drug

and Alcohol Treatment Requirement, which was not the case. This led to issues arising where clients were not meeting IDART thresholds in terms of motivation and the service was closed, but the breach threshold (relating to compliance against the Drug and Alcohol Treatment Requirement) was not met.

The evaluation highlighted a need for specialist knowledge/understanding (drug and alcohol and justice) to be able to appropriately engage/support/work with this complex group, meet unmet need and reduce offending, alongside the need for a specialist assessment to be completed in advance of the Drug or Alcohol Treatment Requirement being imposed.

In the past either IDART or CJSW were responsible for the specialist capacity. However, marrying a compulsory service (determined by Court) within the voluntary processes administered by IDART prevented progress. The experience of those within the justice system differs from other members of the public in that they are under a compulsion from the court to comply. A two-year Test of Change commenced in January 2023 whereby two “Specified Workers” were employed by CJSW and are based within IDART. The workers assess suitability for Drug and Alcohol Treatment Requirement and work directly with those where such a requirement is imposed.

The influence of Alcohol and Drugs and offending behaviour is recognised by the Perth and Kinross Community Justice and Safety Partnership and the need to work closely with the Alcohol and Drug Partnership is therefore considered important. This is demonstrated in the joint commissioning of various tests of change:

- Arrest Referral,
- Specified Workers,
- Complex Needs Co-ordinator,
- locally funded Voluntary Throughcare service and Non-fatal Overdose assertive outreach supports.

It is recognised that work is required in the coming years to move away from ring fenced funding for these services to enable the creation of more agile adaptive supports that can provide assertive outreach to people with complex needs when needed, where needed and for as long as is needed.

Access to **Mental Health** support was raised as an issue throughout the engagement/participation sessions hosted. Lack of a clear pathway is identified as a gap throughout the justice journey, impacting people from the point of arrest, community sentence and reintegration to the community from prison. Perth and Kinross residents benefit from access to

The Neuk, a mental wellbeing hub. However, the hours of operation were reduced to 9am to 9pm in September 2022 (from 24 hour) due to a funding gap. This reduction in service is an identified gap and the Community Justice and Safety Partnership (at the time of writing) were working with other partnerships to explore funding options to reinstate the 24-hour service.

The Community Justice and Safety Partnership believes **employment** has a vital role in improving self-esteem, maintaining relationships, encouraging resilience and reducing re-offending. Skills Development Scotland (SDS) is an active member of the Partnership and there is shared membership between Community Justice and Safety Partnership and the Perth and Kinross Employability Partnership to ensure that the interests of people within the justice journey, many of whom are furthest from the jobs market, are represented.

The Unpaid Work Team has established the Westbank Project which provides opportunities for offenders such as:

- Forklift Training
- Rough Terrain Forklift Training
- Cherry-Picker training (working at heights)

These courses are accredited by Road Transport Industry Training Board (RTITB) and provide students with the certificates necessary to work in warehouses, builder merchants, construction sites and farms.

The project also provides bespoke training courses for a variety of customers (no one is ever denied training through lack of funds):

- Schools – young people not engaging
- Department of Work and Pensions
- SPS Castle Huntly
- Adults with learning difficulties
- NHS Mental Health Services
- Youth Services
- Skills Academy
- Right track

This project was previously funded through the European Social Fund. This funding has now finished but the project continues in a reduced form while the outcome of a further bid to the replacement for the European Social Fund is awaited. If successful, this will include an innovative partnership with SDS where a SDS officer will be 'embedded' with the

Westbank Project to work alongside and support the diverse client group on site which will include people on the justice journey including:

- Community Payback Order
- Right Track (Structured Deferred Sentence)
- Released from police custody
- Release from prison sentence
- Release from remand

There are a range of opportunities available for the Community Justice and Safety Partnership to seek and incorporate Lived Experience into partnership planning. Many of the meetings outlined in the participation section allow for lived experience to be shared by professionals who work closely with people on the justice journey. Such as:

- Councillors (who can share the experience/views of their constituents).
- Prison, social work and third sector support services who can share feedback from people regarding their experience of accessing services.

There are a range of recovery groups available across Perth and Kinross. HMP Perth also has established recovery groups and has a Living Experience Network launching April 2023. In addition to this there are also some lived experience workers employed by third sector organisations within Perth and Kinross. What is missing currently is a co-ordinated approach to collating the lived experience views and this is identified as an area for development for the Community Justice and Safety Partnership.

Data Gathering - Outcomes and Impact

It was recognised during each of the SNSA activities that work is required locally in order to evidence the outcomes and impact of the interventions. Different services and organisation utilise different tools to measure outcomes, and this currently limits opportunities to aggregate outcome data. The establishment, and reporting, of local baseline data was also identified as an area for improvement. The collation of this information will support future improvement planning.

Horizon Scanning

Horizon scanning proved difficult for a variety of reasons including:

- Ongoing impact of COVID-19 for those within the justice journey and skewing the statistical data held. This is also reflected in Community Justice findings nationally, “The pandemic and other factors have created unprecedented levels of uncertainty and have made many datasets inscrutable. This is likely to make scrutiny, planning and reporting even harder for a number of years”. (Community Justice Scotland, Community Justice Outcome Activity Across Scotland Annual Report 2021-22).
- New legislation progressing through parliament, namely the Bail and Release Bill from Custody (Scotland) Bill.
- Ongoing review/commissioning of Voluntary Throughcare support for short-term prisoners (national).
- Ongoing review of Throughcare Guidance.

The Community Justice and Safety Partnership has opted to take an iterative planning approach to enable the partnership to respond appropriately in these uncertain times.

Reporting and Planning Cycles

Reporting

The Community Justice and Safety Partnership will report on progress against the CJOIP to Community Justice Scotland in September, annually. This report will be available to the public via Perth and Kinross Council’s [website](#) each October. The first report linked to this CJOIP will cover the reporting period 2023-24 and will be submitted to Community Justice Scotland by 30 September 2024. Reporting up to this point will be linked to the previous CJOIP.

Planning

Improvement activity planning will take place on an annual basis, between October and December, to enable the Community Justice and Safety Partnership to adapt and respond to ever changing environment. The annual report prepared for Community Justice Scotland and SNSA /Self-Evaluation activity will inform the improvement activity for the

following year. The improvement planning cycles will commence following submission of the first annual report linked to this CJOIP, 2024. A deeper dive Self-Assessment Community Justice and Safety Partnership activity will take place in year three or four of the CJOIP.

Improvement Actions

The improvement actions outlined throughout pages 22-45 have been developed by the Community Justice and Safety Partnership from the intelligence gathered via the SNSA activity and engagement with partners. The work involved in preparing this CJOIP has repeatedly highlighted the need for collaboration and co-ordination. Improvements in this area will be central the achievement of CJOIP and supporting progress in the achievement of the LOIP.

The following section outlines the National Aims, Priority Actions, National Outcomes, and National and Local Indicators and sets out the planned improvement activity in year one of the CJOIP. Improvement activity has been set out

against each Priority Action. This ranges from planned SNSA activity (Bail Supervision and Electronic Monitoring) and monitoring developments in Restorative Justice pilots taking place in other areas of Scotland, to more intensive/specific improvement work in relation to early intervention (Arrest and DfP) and voluntary throughcare.

Each improvement action has been prioritised using a MoSCoW prioritisation approach (i.e., Improvement action 1.1 (M)):

- **Must Have**
- **Should Have**
- **Could Have**
- **Won't Have this time.**

The Community Justice and Safety Partnership will review progress against the actions at quarterly meetings, will report to progress Community Justice Scotland via that Annual Outcome Activity Return and will review and agree priorities on an annual basis.

National Aim 1

Optimise the use of diversion and intervention at the earliest opportunity.

Priority Action 1

Enhance intervention at the earliest opportunity by ensuring greater consistency, confidence in and awareness of services which support the use of direct measures and Diversion from Prosecution (DfP).

National Outcome

More people in police custody receive support to address their needs.

National Indicators

Number of diversion from prosecution:

- i) assessments undertaken;
- ii) cases commenced;
- iii) cases successfully completed.

Local Indicators

- Mechanisms are in place to understand the views of people undertaking DfP and are used to support improvement.
- Mechanisms are in place to understand the views of people supporting the delivery of DfP and are used to support improvement

Improvement action no.	Year 2 - Improvement Action	Who	How Impact will be assessed	Timescale
1.1 (M)	Continue programme of multi-agency DfP training. Improve understanding of DfP journey.	Community Justice and Safety Partnership, Police Scotland, Victim Support	Post training survey Improved antecedent information DfP referral trends	31 March 2025

1.2 (S)	Explore opportunities to incorporate Victim Card session into the above DfP training.	Community Justice Co-ordinator	Victim Support referral trends	31 March 2025
1.3 (M)	Ensure people progressing with DfP have a clear understanding of the process they are entering by consistently utilising a DfP agreement at the outset.	CJSW	Monitoring DfP completion rates Post DfP feedback	30 September 2025
1.4 (M)	Develop a DfP dashboard, providing timely DfP performance information.	Performance and Information Officer / CJSW	Early identification of trends DfP referrals, cases commenced, completion rates.	31 March 2025
1.5 (M)	Test the use of an “outcome wheel” as method of monitoring outcomes for people on DfP (test commencing October 2024).	CJSW / Performance and Information Officer	Data gathering from outcomes wheel and monitor trends.	30 September 2025
1.6 (M)	Update local DfP action plan to ensure all relevant recommendations from the joint review of DfP are incorporated.	CJSW, Police Scotland, COPFS	Local progress will be made in line with national directives	30 November 2024

Priority Action 2

Improve the identification of underlying needs and the delivery of support following arrest by ensuring the provision of person-centred care within police custody and building upon referral opportunities to services including substance use and mental health services.

National Outcome

More people in police custody receive support to address their needs.

National Indicators

- i) Proportion of people in police custody that were: offered support and declined;
- ii) offered support and accepted;
- iii) recorded as n/a.

Local Indicators

- There is an effective relationship between Community Justice Partners, alcohol and drug partnerships (ADPs) and police custody centre for local population.
- Referral pathways and support are in place from police custody centre for local population.

Improvement action no.	Year 2 - Improvement Action	Who	How Impact will be assessed	Timescale
2.1 (M)	Promote Complex Needs Co-ordinator support: <ul style="list-style-type: none"> • Across rural areas. • With defence agents. • Within Perth Sheriff Court. 	Complex Needs Co-ordinator (CNC)	Referral numbers	Ongoing for duration of Complex Needs Co-ordination Service
2.2 (M)	Development of a Mental Health / Substance Use Protocol which will outline how mental health and substance use services work together in supporting	MH working group led by ADP	TBC	31 December 2025

	people with a range of mental health and substance use.			
2.3 (M)	Establish engagement opportunities with people requiring translation who require support.	Complex Needs Co-ordinator	Access to support	31 March 2025
2.4 (M)	Review Complex Needs Co-ordinator service.	Complex Need Project Lead	Questionnaire Case Studies	31 March 2025
2.5 (M)	Develop signposting literature to share with families following the arrest of a family member – information about Families Outside (FO), complex needs co-ordination etc.	CJ Co-ordinator, Families Outside, Police Scotland	Referral numbers	31 December 2025
2.6 (S)	Develop a referral pathway Police Custody Healthcare to Complex Needs Co-ordinator.	CJ Co-ordinator, Complex Needs Project Lead	Referral numbers	30 September 2025
2.7 (M)	Develop a Complex Needs Co-ordination Performance dashboard.	Performance and Information Officer / Complex Need Project Lead.	Track Referral numbers, referral sources and onward referrals.	31 March 2025

National Aim 2

Ensure that robust and high-quality community interventions and public protection arrangements are consistently available across Scotland.

Priority Action 3

Support the use of robust alternatives to remand by ensuring high quality bail services are consistently available and delivered effectively.

National Outcome

More people are assessed for and successfully complete bail supervision.

National Indicators

Number of:

- i) assessment reports for bail suitability;
- ii) bail supervision cases commenced;
- iii) bail supervision cases completed.

Local Indicators

- Mechanisms are in place to support a high-quality bail assessment.
- Referral pathways are in place that support identified needs of people on bail supervision.

Improvement action no.	Year 2 - Improvement Action	Who	How Impact will be assessed	Timescale
3.1 (M)	Review Bail Supervision and Complex Need Co—ordination referral pathway to ensure a consistent offer of support to those with identified unmet need who do not go on to receive Bail Supervision.	Working group	Complex Need Service Referral Numbers Case Studies	31 December 2024

3.2 (M)	Explore opportunities to provide accommodation to people with no fixed abode as part of Bail Supervision assessment.	CJ Co-ordinator, Housing, CJSW	Bail supervision & remand numbers - volume No Fixed Abode	31 March 2025
3.3 (S)	Continue multi-agency training to improve antecedent information recorded in Standard Prosecution Report (DfP, Electronic Monitoring and Child Impact Assessment Training).	CJ Co-ordinator	Bail supervision numbers Remand numbers	31 March 2025
3.4 (M)	Develop a Bail Supervision and Remand performance dashboard.	Performance and Information Officer / CJSW	Early identification of trends – assessments, cases commenced, completed	31 March 2025
3.5 (S)	Utilise the established sessions with the Sheriffs to share local trend information.	CJ Co-ordinator, CJSW	Bail Supervision trends	31 March 2025

Priority Action 4

Strengthen options for safe and supported management in the community by increasing and widening the use of electronic monitoring technologies.

National Outcome

No National Outcome

National Indicators

N/A.

Local Indicators

Local indicators will be developed following completion of Strategic Needs and Strengths Assessment

Improvement action no.	Year 2 - Improvement Action	Who	How Impact will be assessed	Timescale
4.1 (M)	Improve multi-agency understanding and confidence of Electronic Monitoring (EM) via multi and single agency awareness raising sessions.	G4S	Post Training survey	30 June 2024
4.2 (S)	Arrange follow up meeting with key stakeholders, post training, (CJSW, COPFS, Police, Sheriffs, Defence agent, Safer Communities Team) to discuss use of EM within P&K	CJ Co-ordinator	Agreed actions EM Volumes	30 June 2024
4.3 (M)	Establish mechanism for Police to seek victim consent for an "Restriction Away From" device at point of arrest/following arrest and include details in the Standard Prosecution Report.	Police Scotland	CJSW recommendations for Electronic Monitoring EM volumes	31 December 2024
4.4 (M)	Develop an EM dashboard.	Performance Officer, CJSW	EM volumes	31 March 2025

Priority Action 5

Ensure that those given community sentences are supervised and supported appropriately to protect the public, promote desistance from offending and enable rehabilitation by delivering high quality, consistently available, trauma-informed services, and programmes.

National Outcome

More people access services to support desistance and successfully complete community sentences.

National Indicators

Percentage of:

- community payback orders successfully completed.
- drug treatment and testing orders successfully completed.

Number of:

- community sentences compared to other disposals.

Local Indicators

- Availability of local programmes to support desistance from domestic abuse and sexual offending.
- Availability of referral pathways to support the needs of local population on community disposals.
- Mechanisms are in place to understand the views of people with experience of community disposals to support improvement.
- Mechanisms are in place to understand the views of the community justice workforce with regard to supporting the needs of people subject to community disposals to support improvement.

Improvement action no.	Year 2 - Improvement Action	Who	How Impact will be assessed	Timescale
5.1 (M)	Review Specified Person Test of Change – Improved assessment capability and support when a Drug and Alcohol Treatment Requirement is imposed.	CJSW Team Leader	Improved disposal options for judiciary Increase in uptake of therapeutic interventions. Referral numbers	31 March 2025
5.2 (S)	Expand capacity of Drug Treatment and Testing Orders (increase capacity from 5 to 10)	CJSW, IDART	Improved disposal options for judiciary Increase in uptake of therapeutic interventions Referral numbers	31 March 2025
5.3 (M)	Evaluate the effectiveness of Drug Treatment and Testing Orders	CJSW	Improved disposal options for judiciary Increase in uptake of therapeutic interventions.	31 December 2025
5.4 (S)	Establish links with Third Sector Interface Volunteering to expand unpaid work opportunities for those on an Unpaid Work placement.	Unpaid Work / CJ Co-ordinator	Increase in unpaid work placement opportunities	31 March 2025
5.5 (M)	Develop a Community Sentence performance dashboard.	Performance and Information Officer / CJSW	Improved reporting ability	31 March 2025

5.6 (M)	Embed outcome wheel within CJSW processes.	CJSW/ Performance & Information Officer	Outcome & trend information.	30 September 2025
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Priority Action 6

Ensure restorative justice is available across Scotland to all those who wish to access it by promoting and supporting the appropriate and safe provision of available services.

National Outcome

No National Outcome

National Indicators

N/A.

Local Indicators

To be developed

Improvement action no.	Year 2 - Improvement Action	Who	How Impact will be assessed	Timescale
6.1 (M)	Continue to monitor progress of Restorative Justice developments nationally.	Community Justice Co-ordinator	To be confirmed	Ongoing
6.2 (M)	Commence local Restorative Justice service planning when national infrastructure is in place. Develop delivery plan.	TBC	To be confirmed	Ongoing

National Aim 3

Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence.

Priority Action 7

Enhance individuals' access to health and social care and continuity of care following release from prison by improving the sharing of information and partnership-working between relevant partners.

National Outcome

More people have access to, and continuity of, health and social care following release from a prison sentence.

National Indicators

Number of transfers in drug/alcohol treatments from:

- custody to community
- community to custody.

Local Indicators

- Health and social care circumstances/care plans are reflected in collaborative plans for release.
- Referral pathways and information sharing arrangements are in place to support timely access to health and social supports upon release.

Improvement action no.	Year 2 - Improvement Action	Who	How Impact will be assessed	Timescale
7.1 (S)	Extend the Complex Needs Test of Change –Trial of a complex needs supervisor role to bring together the co-ordination of arrest, remand, voluntary throughcare, housing support and non-fatal overdose supports.	Partnership co-ordinators	Number of people with complex need: i) made aware of support. ii) accepting support offer.	31 March 2025

			iii) Routed into appropriate support.	
7.2 (M)	Extend GP registration test of change to the remand population.	Voluntary Throughcare, SPS, Prison Healthcare	Number of people registered with a GP / have registration papers submitted ahead of release. Case Studies	31 March 2025
7.3 (M)	Establish mechanism to monitor efficacy of Prison to Rehab pathway.	SPS, ADP/ IDART / CJSW	Number of people with seamless support from Prison to rehab to community. Case Studies	30 September 2025
7.4 (M)	Evaluate the role of the prison liaison nurse in improving access to substance use services on release and return to prison.	SPS, ADP, IDART	Number of clients supported Case studies	31 December 2025
7.5 (M)	Improve access to support for the remand population.	Complex Need Project Lead, CNC	Number of people with complex need: i) made aware of support. ii) accepting support offer. iii) Routed into appropriate support.	30 September 2024

Priority Action 8

Ensure that the housing needs of individuals in prison are addressed consistently and at an early stage by fully implementing and embedding the Sustainable Housing on Release for Everyone (SHORE) standards across all local authority areas.

National Outcome

More people have access to suitable accommodation following release from a prison sentence.

National Indicators

Number of homelessness applications where prison is last known address.

Local Indicators

- SPS admissions and liberations information is shared with relevant partners to support suitable accommodation planning
- Proportion of admissions where housing advice was provided
- % people leaving prison who have been housed by the local authority and have maintained tenancy for more than 1 year

Improvement action no.	Year 2 - Improvement Action	Who	How Impact will be assessed	Timescale
8.1 (M)	Extend the sustainable tenancy test of change.	Complex Needs Project Lead, CJSW & Housing	Number of people progressed for sustainable tenancy. Number of people moving directly to a sustainable tenancy on release.	30 May 2025

8.2 (M)	Develop a process map to improve consistency of the sustainable tenancy offer to people being released from both short and long-term prison sentences.	Community Justice Co-ordinator, Performance Officer	Clarity of process	31 December 2024
8.3 (S)	Monitor the efficacy of the prison release.	Complex Needs Project Lead	% people leaving prison who have been housed by the local authority and have maintained tenancy for more than 1 year	31 March 2026
8.4 (M)	Explore opportunities to increase Intensive Housing Support Capacity.	Housing, CJ Co-ordinator, Complex Need Project Lead, ADP	Number of Housing First tenancies offered. Number of individuals securing suitable housing on release. Number of Housing First tenancies offered. Levels of repeat homelessness	31 August 2025
8.5 (M)	Improve access to support for the remand population.	Complex Needs Project Lead, CNC	Number of people with complex need: i) made aware of support. ii) accepting support offer. Routed into appropriate support	31 March 2025

Priority Action 9

Enhance individual's life skills and readiness for employment by ensuring increased access to employability support through effective education, learning, training, career services and relevant benefit services.

National Outcome

More people with convictions access support to enhance their readiness for employment.

National Indicators

Participation in an employment programme percentage of people with convictions.

Local Indicators

Effective links between the Local Employability Partnership (LEP) and Community Justice Partnership supports:

- i) local employment, education and training providers to respond to the needs of those with convictions
- ii) local employment, education and training providers are confident and competent in providing effective conviction disclosure support
- iii) local employers to develop more inclusive recruitment processes and employ people with convictions

Referral pathways are in place to connect people to appropriate services and support:

- i) at commencement of, during and at the end of a CPO
- ii) following release from custody

Improvement action no.	Year 2 - Improvement Action	Who	How Impact will be assessed	Timescale
9.1 (S)	Promote connections between Scottish Prison Service Employability/Positive Destination pipeline and community employability pipeline.	SPS, SDS, Employability Network, SCT, LEP	Collection of local employability data	30 September 2025
9.2 (S)	Establish a partnership project at Westbank to embed a careers advisor as part of the Unpaid Work Team.	SDS/Community Safety Co-ordinator	Collection of local employability data	30 September 2025
9.3 (S)	Promote the needs of people within the Justice Journey at the Employability Network and Local Employability Partnership.	SDS	Increased employment opportunities for those with previous convictions	31 March 2025
9.4 (M)	Promote the Greene King Academy to encourage employers to recruit people with convictions.	SPS & PKC Communications Teams, Partnership members	Increased employment opportunities for those with previous convictions	30 September 2025
9.5 (S)	Explore options to support HMP Perth to establish a Barista Academy	Complex Needs Project Lead, HMP Perth	Increased employment opportunities for those with previous convictions	31 March 2025

Priority Action 10

Enhance community integration and support by increasing and promoting greater use of voluntary throughcare and third sector services.

National Outcome

More people access voluntary throughcare following a short-term prison sentence.

National Indicators

Number of voluntary throughcare cases commenced.

Local Indicators

- Mechanisms are in place for partners to support people serving short term sentences.
- Proportion of people liberated from short term custody:
 - i) made aware of support;
 - ii) accepting support offer;
 - iii) with a co-ordinated pre-release plan in place
- Mechanisms are in place to understand the views of people accessing voluntary throughcare to support improvement.
- Mechanisms are in place to understand the views of community justice partners in delivering voluntary throughcare to short term custody.

Improvement action no.	Year 2 - Improvement Action	Who	How Impact will be assessed	Timescale
10.1 (M)	Extend Co-ordinated Voluntary Throughcare to all P&K residents being released from a short-term prison sentence in Scotland.	CJ Co-ordinator	Number of people being offered support Number of people accepting support	30 June 2024
10.2 (S)	Broaden the outreach offer (voluntary throughcare and statutory throughcare) to include all the Community Safety Third Sector Collaborative Organisations to increase capacity and address unmet need.	Complex Need Project Lead & Community Safety Third Sector Collaborative	Number of people receiving a outreach (assertive outreach) offer on release	30 September 2024
10.3 (M)	Development of a Mental Health / Substance Use Protocol which will outline how mental health and substance use services work together in supporting people with a range of mental health and substance use.	MH working group led by ADP	To be confirmed	31 December 2025
10.4 (M)	Develop a Voluntary Throughcare performance dashboard.	Performance Officer	Improved reporting ability	31 March 2025
10.5 (M)	Extend the outcome wheel developed by CJSW to voluntary throughcare processes.	Voluntary Throughcare Providers	Outcome & trend information.	30 March 2026

National Aim 4

Strengthen the leadership, engagement, and partnership working of local and national community justice partners.

Priority Action 11

Deliver improved community justice outcomes by ensuring that effective leadership and governance arrangements are in place and working well, collaborating with partners and planning strategically.

National Outcome

No National Outcome.

National Indicators

N/A.

Local Indicators

- Mechanisms are in place to support an effective interface between national partner organisations and their local representatives within Community Justice Partnerships
- Evidence of mechanisms to engage non-statutory partners in strategic planning and improvement activity.

Improvement action no.	Year 2 - Improvement Action	Who	How Impact will be assessed	Timescale
11.1 (M)	Develop Memorandum of Understanding to support / encourage partnership working - strategic & operational level.	CJ Co-ordinator	TBC	30 March 2025
11.2 (M)	Promote with National Community Justice Agenda. Share information with partners to inform strategy and operational planning.	CJ Co-ordinator	TBC	Lifetime of COIP

11.3 (M)	Utilise quarterly Partnership meetings to provide progress updates against the CJOIP.	CJ Co-ordinator	TBC	Lifetime of COIP
11.4 (S)	Ensure Community Justice and Safety Partnership members are engaged with the partnership, find meetings purposeful and relevant, and meetings provide sufficient strategic oversight for improving community justice outcomes.	CJ Co-ordinator / Performance Officer	Annual survey to CJ&SP members	Lifetime of CJOIP
11.5 (M)	Promote regular attendance at quarterly Community Justice and Safety Partnership and Community Safety Third Sector Collaborative meetings by monitoring attendance	CJ Co-ordinator	Audit of meeting attendance Annually.	Lifetime of COIP
11.6 (S)	Commence Care Inspectorate Self Evaluation with a focus on Section 9 – Leadership.	CJ Co-ordinator / Partnership	TBC	30 June 2025

Priority Action 12

Enhance partnership planning and implementation by ensuring the voices of victims of crime, survivors, those with lived experience and their families are effectively incorporated and embedded.

National Outcome

No National Outcome.

National Indicators

N/A.

Local Indicators

To be developed.

Improvement action no.	Year 2 - Improvement Action	Who	How Impact will be assessed	Timescale
12.1 (M)	Map out lived experience within Perth and Kinross – lived experience workers employed with local organisations.	CJ Co-ordinator	Identification of established networks.	30 September 2024
12.2 (S)	Explore opportunities to set up a Lived Experience panel to drive future improvement activity and support the Partnership	CJ Co-ordinator	Infographic providing lived experience voice	31 March 2025
12.3 (M)	Establish pathways to ensure young people have the opportunity to have their voice, heard at key decision-making stages, when a parent/care giver enters the justice system.	CJ Co-ordinator / Families Outside	Children impacted will be seen, heard and supported	30 November 2025

Priority Action 13

Support integration and reduce stigma by ensuring the community and workforce have an improved understanding of and confidence in community justice.

National Outcome

More people across the workforce and in the community understand, and have confidence in, community justice.

National Indicators

Percentage of individuals who agree people should help their community as part of a community sentence rather than spend a few months in prison for a minor offence.

Local Indicators

- Community justice partner contribution to joint activity across policy areas to tackle stigma
- Impact of activities undertaken to improve understanding and confidence across the workforce and the community

Improvement action no.	Year 2 - Improvement Action	Who	How Impact will be assessed	Timescale
13.1 (M)	Develop a Partnership Communication Plan promoting the activity of the Partnership	CJ Co-ordinator	Survey will show that more people support a community sentence than a short-term prison sentence for a minor offence	31 December 2024
13.2 (S)	Participate in the Alcohol and Drug Partnership's Recover May.	Community Safety Collaborative & CJ&SP members	Feedback from attendees	31 May 2025 (Annually)

13.3 (S)	Maintain the Community Justice and Safety Partnership webpages to share Community Justice information.	CJ Co-ordinator	More people will support a community sentence for a minor offence	Lifetime of CJOIP
13.4 (M)	Raise awareness of Child Impact Assessments available to young people within Perth and Kinross.	CJ Co-ordinator / Families Outside	Children impacted will be seen, heard and supported	30 November 2024

Appendix 1 Community Justice and Safety Partnership (Finalised 18 March 2022)



What's coming up – Justice and Safety

- Justice Vision and New National Strategy for Community Justice and Outcome Performance Improvement Framework
- Ongoing delays linked to COVID-19 pandemic –court volumes.
- Number of prisoners within the system systematically increasing (linked to above).
- Prison radio.
- Targeted work required – short term prison sentences and revolving door.
- Recognised challenges of engaging with prison residents. Motivation is key.
- Consistency of support and care.
- Early engagement and partnership working.
- Housing for people leaving prison.
- Expansion of Bail Supervision – from children's services to 26 plus.
- £3.2 million investment from Scottish Government (Bail Supervision).
- Electronic monitoring (EM) and EM with Global Positioning System. May be challenged under human rights.
- Changes to Criminal Justice legislation –? increase resources in the community.
- Redefining the age of criminal responsibility.
- New chair of Drugs Death Taskforce.
- Gender based violence cyber enabled crime – digital evidence – working with internet offenders' pilot.
- Violence against women – domestic abuse – legislative change.
- Restorative Justice – Scottish Government requirement for widespread roll out by end 2023. Foundations not in place. Lack of clarity. Lack of codes of practice.
- Trauma Informed Practice and Support.
- Mental health – Community Mental Health and wellbeing fund.
- Evolve – Men's Project.

- Potential inspection.
- Brexit effect.
- Youth Issues.
- Throughcare and Release Licences (TARL) – changes to release conditions.
- Parole reform – remote link into hearings for victims.
How prepared are victims for this experience?
- National Care Service.
- Tayside Intensive Support.
- Capacity – Third Sector Recruitment.
- More engagement with victim services.
- Audit of community services visiting prison.
- Diversity.
- Reducing inequalities – poverty, complex need.
- Road safety – drug test kits, young driver’s strategy, partnership approach.
- Victims of cyber-crime.
- Scams.
- Safe accommodation.

- People Trafficking.
- Gambling – consequences of actions.
- Shoplifting – creative solutions required – food map.
- Communication – public understanding.
- Drug deaths – not worsening but not good.
- Collective response to substance use - intensive support – Integrated Drug and Alcohol Recovery Team (I-DART) – scope – cross organisational work required.
- Awareness of prescription issues and concerning substance use.
- User feedback.
- Role of drugs in crime links to all areas.
- County lines and cuckooing.
- Hate Crime – What is it? Racial hate crime statement – Community of trust – Languages and accessibility.
- Refugees – Afghanistan – Asylum Seekers -in hotels (2 years)

Strengths

- Caledonian Project – Tackling violence against women.

- Gender based services – One-stop Shop Women’s Learning Service (OWLS); Evolve (Men’s Service)
- Peer education.
- The Neuk
- The Lighthouse
- Co-location St Martin’s House
- Westbank – Assets, Location and Capacity
- Partnership Approach (vision, values, culture) – united willingness, improvement, creativity, learning culture.
- Estate Strategy.
- Equally Safe employers.
- Structure and processes
- Culture and Staff – We Can.
- Positive relationship with Third Sector.
- Large establishment.
- Youth alliance.
- Engaged Elected Members.

- Sentencing – Diversion from Prosecution, Bail Supervision, Structured Deferred Sentence (Right Track)
- Positive impact on mental health and self-esteem.

Service Gaps

- Knowledge of Criminal Antisocial Behaviour Order
- Engagement with Crown Office Procurator Fiscal Service and Judiciary – disposal information, maintain discussions with Community Justice Scotland (CJS), local awareness.
- Resources – Local Policing, Third Sector, Integrated Drug and Alcohol Recovery Team (I-DART) – time to train.
- Arrest Referral Service – CJS expect partnerships to report.
- Short-term sentence and remand released from prison.
- Co-ordinated approach to prison aftercare – rehab, funding available, person-centred support.

- Longer term wrap around support – supported accommodation, consistent support.
- Complex Needs – How do we develop a shared understanding (real, perceived)?
- Communication– We are listening to you - Unsiloed approach.
- Delivery of services in rural areas.
- Housing provision.
- NHS – access to health, rural areas, listen to needs, waiting lists, pathways for critical services, substance misuse, mental health, duality of issues.
- Health and Social Care in prisons – how does that fit with the National Care Service.
- Consequences of actions.
- Restorative Justice.
- The promise – how do we take children’s views into account?
- Short term funding = short term contracts – unfair on staff – difficult to plan.
- Business development.

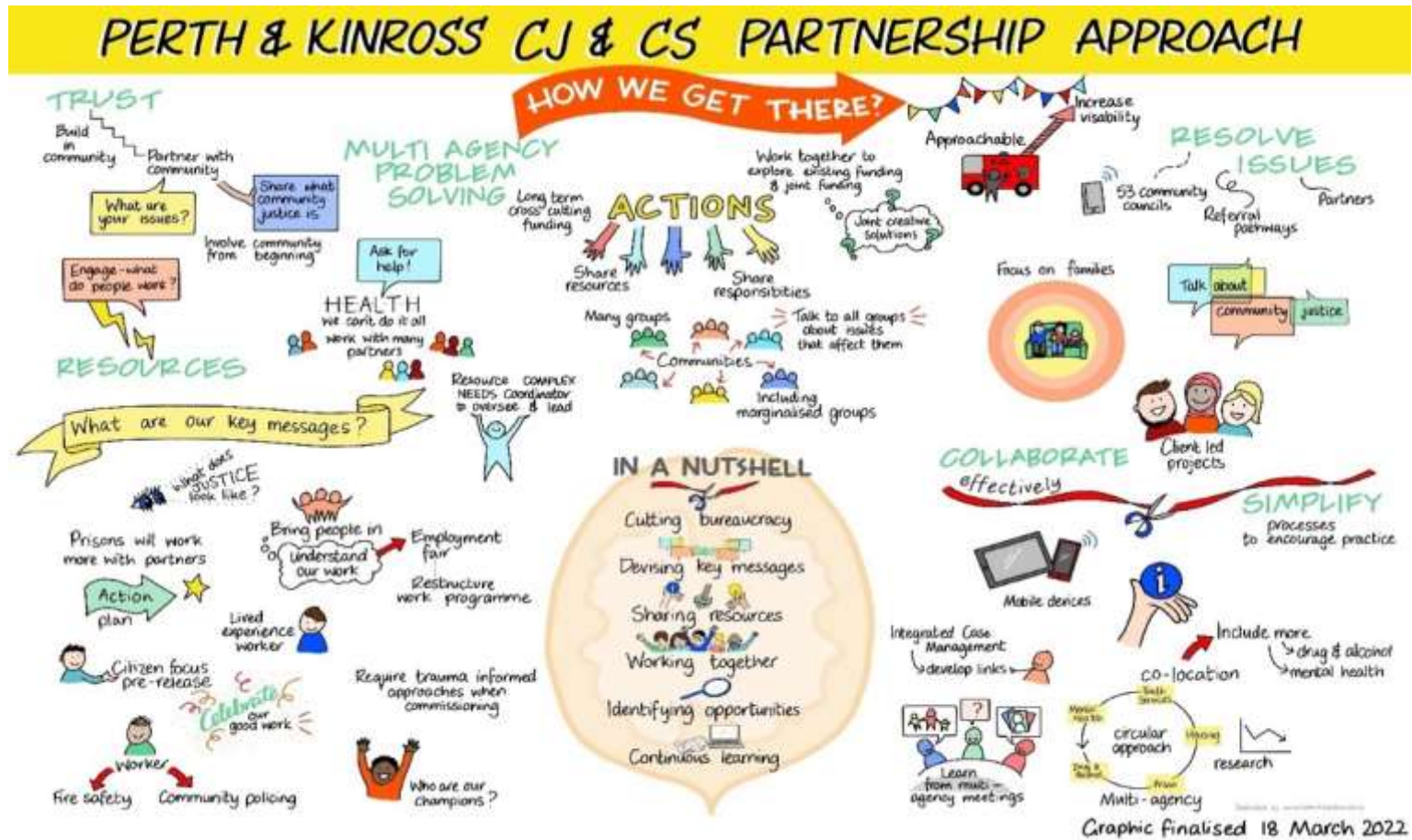
Priorities and Demands

- Managing changing legislation.
- New look at shop lifting – working with businesses.
- Capacity when courts fill up.
- Continuing Services – Men’s Service.
- Rising population – Perth Prison.
- Exhausted staff.
- Covid effect – alone, homeworking, sickness.
- Throughcare Assessment for Release on License training.
- Trauma informed practice – clinical supervision experiment for staff.
- Ongoing engagement with Third Sector and victim organisations.
- Strategic Needs and Strengths Assessment – informing CJOIP
- Youth Issues and new Youth Strategy.
- Tourism Management – Destination Management.
- Antisocial behaviour.

- Drug dealing/deaths.
- Begging.
- Arrest Referral.
- Developing Bail Supervision.
- Short-term and remand - release from prison.
- Community Payback Project.
- Employability Pathway and Fair.
- Trauma Informed Support.
- Medicated Assisted Treatment (MAT) Standards.

- New initiatives.
- Unexpected events.
- Number of priorities – we need a plan.
- Domestic abuse - non-court mandated work with Children's Services
- Data – up to date/ what? Community Justice Scotland and Scottish Government collate national data.
- Environmental – consequences of climate change.

Appendix 2 Partnership Approach (Finalised 18 March 2022)



How we will get there

- Trust – build in the community / partner with the community. What are your issues. Share what justice is. Involve the community from the beginning.
- Engage – what do people want.
- Resources
- Multi agency problem solving – long term crosscutting funding. Share resources and responsibilities, work together, explore existing and joint funding.
- Communities - Talk to all groups about issues that affect them, including marginalised groups.
- Approachable – increase visibility.
- Resolve issues – 53 Community Councils, referral pathways, partners.
- Focus on Families.
- Talk about Community Justice.
- Collaborate effectively / simplify processes to encourage practice. Client led projects.
- Mobile devices.
- Information
- Integrated Case Management – develop links.
- Co-location – include more – Drug and Alcohol, Mental Health.
- Learn from multi agency meetings.
- Circular approach – youth services, housing, prison, drug/alcohol, mental health.

What are our key messages?

- What does justice look like?
- Prisons will work more with partners.
- Action plan.
- Bring people in – understand our work – employment fair, restructure work programme.
- Lived experience worker.
- Citizen focus – pre-release.
- Celebrate our good work.
- Worker – fire safety, community policing.
- Require trauma informed approaches when commissioning services.
- Who are our champions.

In a nutshell

- Cutting bureaucracy
 - Devising key messages
 - Sharing resources
- Working together
 - Identifying opportunities
 - Continuous learning.

Appendix 3

Perth and Kinross Community Safety Third Sector Collaborative (Finalised October 2022)



Current Support Delivered by Third Sector

- Hope and future; Advocacy; Access to alternative thinking; Performance, Ethics and Accountability; Value for money,
- Support with money – benefits, budgeting, housing (maintain and sustain tenancy), energy bills.
- Rapid Response.
- Crisis support - age 12 plus.
- Support for women experiencing sexual violence – families, justice advocacy, post court support.
- Domestic violence support – refugees, counselling, women’s support service, CEDAR, children and young people, parenting programmes, aftercare.
- Independent advocacy (support with human rights) – victims, prison, children’s hearings, housing, sexual violence, peer advocacy, carers.
- Support to Families Affected by Imprisonment – one to one work, helpline, mentoring for young people, children and young people, family work.
- Christmas presents.
- Safeguarding referrals.
- Sharing tools.
- Café.
- Foodbank.
- School uniforms.
- Anxiety Management
- Attention Deficit Disorder – instruction, support to prison residents.
- Wilderness journeys – work with people in the community.
- Prison assessments.
- Independent advocacy for substance use (ADP).
- Immediate support needs.
- Link to other services.

- Women's mentoring after release from prison.
- Safety plans.
- How to parent.
- Support people being released from a sentence (less than 4 years) – forms and accessing services.
- Phones.
- Reintegration into the community – families, gym, gardening etc.
- Addiction counselling – mentors, confidence.

Gaps Identified by the Third Sector

- Shared vision.
- Good / equitable partnership working.
- Fast access to mental health services.
- Clear pathways.
- Mechanisms to find capacity.
- Shared Outcome Tool.
- Non court mandated support (domestic abuse).
- Non time limited support – opportunity to dip back in.

- Culturally appropriate services – What is your identity? Who is your community?
- Co-ordinated support.
- Prison – clear throughcare processes – immediate access to support on release, out of area placements (cost to families), co-ordinated support to victims at point of release, connection to local services while in prison.

What people need from the Third Sector

- Long in compassion low in process, Conversations without consequences.
- Partnership working – third sector working together, mutual respect, we need support, understand what everyone does, non-judgemental.
- Co-ordination – someone to trust.
- A voice.
- Options – signposting, help, relevant information.
- Flexibility, consistency, stickability, structure.
- Person centred – can always come back.

- See the person – work alongside them, build independence and empower.
- Fill the gaps.
- Mentor - It's okay to fail.
- Listen – empathy and understanding.
- Transparency.

- Right support at the right time – No wrong door.
- Accountability – do what you say you will do.
- Look beyond individuals – who else can support, connecting.
- Be skilled – holistic.

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