

Dundee Community Justice Outcome and Improvement Plan 2023-2026

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 all 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:

- ✓ Dundee City Council
- ✓ Police Scotland
- ✓ Scottish Prison Service
- ✓ Scottish Courts & Tribunals Service
- ✓ Crown Office Procurator Fiscal Service
- ✓ Children's Reporter
- ✓ Third Sector

Our Vision and Commitment

In accordance with the National Vision for Justice 2022 for a just, safe and resilient Scotland, we aim 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”

The National Strategy for Community Justice (2022) supports and drives forward action in relation to the outcomes set out under the aim to ‘support rehabilitation, use custody only where there is no alternative and work to reduce reoffending and revictimization’. The strategy sets out the national direction for community justice by building on progress made to date and emphasises the Scottish Government’s longstanding aim to encourage a person centred, trauma-informed and rehabilitative approach.

It recognises that while public protection is paramount, that is entirely consistent with widening the use of community-based interventions and sentences, which can be more effective in reducing reoffending and assisting with rehabilitation while still protecting victims, the public and robustly managing risk.

How we will achieve this vision

We will achieve this vision through continued partnership working, taking effective action on our key priority actions 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 [Community Justice Performance Framework](#); our City Plan; our achievements over the last 3 years; and shared contributions by members of the Community Justice Partnership.

In accordance with a whole systems approach to community justice, we have structured the plan in line with the new National outcomes which are all aligned to the National Strategy Aims. Our data recording and analysis plays a significant role across the partnership. The data allows us to report on local progress, meet our Statutory Reporting responsibility, provide data for the revised national performance indicators which are aligned to the national outcomes and actions outlined in this plan. We will also strive to build additional indicator data and evidence into our plans as they evolve and progress which will allow us to build wider evidence base for each outcome alongside the National Performance Indicators. It also allows us to ensure our annual reporting is as accurate and comprehensive as we can.

We will utilise specific resources and tools including the **Care Inspectorate Self Evaluation Guidance for Community Justice Services** (add hyper link to this) and the **Community Justice Scotland Improvement Tool** (add hyper link). It is our aim to develop a valuable self-evaluation and quality improvement plan across key areas which will help us create a continuous quality improvement ethos.

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 use, 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** – Strategy & Delivery Plan
- **Violence Against Women Partnership** – domestic abuse and exploitation and consider our work with a Gendered lens throughout
- **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 use

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
Diversion from Prosecution	Maintaining increase in cases. An increase from 147 in 2020/21 to 162 in 2022/23.
Community Pay Back Orders	Continuing to increase to reach pre pandemic numbers. Completion rate maintained average of 70% to match National average.
Unpaid Work	Number of hours of Unpaid Work continued to increase during Covid Recovery. 38,101 hours worked in 2022/23, an increase from 30,591 in 21/22. 100% satisfaction rates from recipients of Unpaid Work.
Vulnerable Woman	Continued to implement Safe and Together approach, Bella Centre and Caledonian Programme. Opening of Dundee Woman's Hub including renovations by Unpaid Work.
Learning & Workforce Development	Continued roll out Level 1 & 2 Trauma Informed Practice Training to CJS Staff.
Health	Implementation of NFOD Group and Support. Keep Well Provision supporting health & wellbeing improvement.

These are significant achievements which reflect our partnership 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.

Renewing our plan to align with the new Vision for Justice and the new National Strategy, priority actions and outcomes allows us to identify where our priorities require specific focus, areas where we have some gaps in relation to specific outcomes and allow us to see where we have key strengths.

It also gives us the opportunity to expand on our evidence gathering and make clearer outlines around what that looks like and how we will gather it. It will also give us some different sources of data which are part of the revised national Performance Indicators.

National Aim: One

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

National Priority Action	National Outcome and Performance Indicator	Our Actions - How do we achieve this?	Evidence - How do we know it has been delivered and is effective (in addition to national indicator)	Lead
<p>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.</p>	<p>Outcome: More People successfully complete diversion from prosecution</p> <p>Performance Indicator: Numbers of diversions from prosecution: 1) Assessments undertaken 2) Cases commenced 3) Cases successfully completed.</p>	<p>Justice Social Work and the Crown Office and Procurator Fiscal Service (COPFS) will strengthen their joint working to identify and assess suitable cases as part of a Diversion from Prosecution Service.</p> <p>Strengthen the partnership approach to Diversion and ensure there is sufficient programme of training available to increase awareness of Diversion.</p> <p>Develop effective links between Children’s Hearing and Court/Justice Social Work</p> <p>Support the creation of the co-located multi-disciplinary adolescent support service</p> <p>Further development, awareness and application of Trauma Informed Practice</p>	<p>Indicator Figures on Diversions Meetings with COPFS</p> <p>Increase in numbers for Diversion</p> <p>Smoother transitions between Children’s Hearing and Court</p> <p>The service will be operational, dealing with all young people aged 13 years to 21 years (26 if eligible for TCAC</p> <p>Trauma Informed Practice Webpage Number of staff trained to what level</p>	<p>CJS / COPFS</p> <p>CJS</p> <p>CJS</p> <p>C&F/CJS</p> <p>Protecting People Team</p>
<p>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</p>	<p>Outcome: More people in police custody receive support to address their needs</p> <p>Performance Indicator: Number of referrals from custody centres (would the CARS service have this)</p>	<p>Continue the Custody Assessment Referral Service (CARS) provided by Positive Steps. CARS offers a support needs assessment to individuals who are in the Police Custody Unit.</p> <p>Continue to strengthen robust links with Substance Use and Mental Health Support Services.</p> <p>Ensure there is a continued focus on addressing domestic abuse, considering our work with a gendered lens approach, having continued Justice Social Work presence at the Woman’s Hub and developing a wider range of perpetrator interventions.</p>	<p>Service Update Reports Steering Group Meetings Annual Reports</p>	<p>Positive Steps and CJS</p>

National Aim Two:

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

National Priority Actions	National Outcomes and Performance Indicators	Actions – How do we achieve this?	Evidence – How do we know it has been delivered and is effective (in addition to national indicator)	Lead
<p>3. Support the use of robust alternatives to remand by ensuring high quality bail services are consistently available and delivered effectively.</p>	<p>Outcome: More people are assessed for and successfully complete bail supervision</p> <p>Performance Indicator: Number of: 1)Assessment reports for bail suitability 2)Bail supervision cases commenced 3)Bail supervision cases completed</p> <p>Number of bail mentoring cases as part of SDS.</p>	<p>Continue to build upon support by TCA providing Bail Mentoring as part of orders and SDS's and using work carried out by TCA to address challenges faced by some individuals to engage effectively.</p> <p>Continued liaison with the Sheriff Court over the availability of Bail Supervision with Electronic Monitoring</p> <p>Establish stronger links to national SPS colleagues to ascertain timely remand figures to help strengthen our local work around reducing numbers on remand.</p>	<p>6 month and 12-month reports.</p> <ul style="list-style-type: none"> • Referral numbers • Age Breakdown • Appointments • Discharge information • Outcomes include: substance use, self-care, relationships, physical health and wellbeing, occupying time and achieving goals, offending, housing and independent living, money matters, <p>Notes of working group meetings and actions progressing and linking with Dundee ADP and PHS work with individuals on remand in HMP Perth.</p>	<p>TCA/CJSW</p> <p>Temporary Working Group or QA Sub group/SPS</p>
<p>4. Strengthen options for safe and supported management in the community by increasing and widening the use of electronic monitoring technologies</p>	<p>None Given Nationally</p>	<p>Continue to explore other options and continue to discuss the challenges of EM Bail to better understand across all relevant partners the challenges faced.</p>	<p>Notes from Meetings Relevant Information shared with SW staff about this?</p>	<p>CJS/COPFS</p>
<p>5. Ensure that those given community sentences are supervised and supported appropriately to protect the public, promote desistance from offending and enable rehabilitation by delivering high quality, consistently available, trauma informed services and programmes.</p>	<p>Outcome: More people access services to support desistance and successfully complete community sentences.</p> <p>Performance Indicator: Percentage of: 1)CPOs successfully completed 2)DTTOs successfully completed</p>	<p>Continue the provision of Mentoring for Men and Woman and Beyond Mentoring</p> <p>Deliver a range of supports to individuals subject to community sentences which are proportionate and relevant to risk and needs. There will be bi-annual audits of Justice Social Work reports and casework to ensure the LSCMI and other assessment are being carried out according to National Standards and to a high quality.</p> <p>Ensure there is continued focus on tackling domestic abuse by using appropriate assessment tools for assessing people who have committed Domestic Abuse offences and implementing the Caledonian Programme.</p> <p>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.</p>	<p>Mentoring reports and feedback from TCA.</p> <p>Audit Reports</p> <p>Audits</p> <p>MAPPAs minutes and audits</p>	<p>TCA</p> <p>CJS</p> <p>CJS</p> <p>MAPPAs/CJS/Police Scotland/NHS</p>

		Ensure people with chronic substance use problems which link to their acquisitive offending are fully assessed for both Community Payback Orders with substance use requirements and Drug Treatment and Testing Orders	Audits and ongoing work with NHS partners to ensure that we are meeting our statutory requirement.	CJS / DDARS
6. Ensure restorative justice is available to all those who wish to access it by promoting and supporting the appropriate and safe provision of available services	<p>Outcome: More people access services to support desistance and successfully complete community sentences.</p> <p>Performance Indicator: Percentage of: 1)CPOs successfully completed 2)DTTOs successfully completed</p>	<p>Continue to explore learning around Restorative Justice principles and give further consideration as to how these would be applied in Dundee.</p> <p>Consider and reflect on learning from the work taking place across other areas in Scotland around Restorative Justice.</p>	<p>Information and sharing of recent findings and learning across CJ Partnership.</p> <p>Attendance of National education session focused on restorative justice.</p>	Senior Officer/ Partnership

National Aim Three:

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

National Priority Actions	National Outcome and Performance Indicator	Actions – How do we achieve this?	Evidence - How do we know it has been delivered and is effective (in addition to national indicator)	Lead
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	<p>Outcome: More people have access to, and continuity of, health and social care following release from a prison sentence.</p> <p>Performance Indicator: Number of transfers in drug/alcohol treatments from: 1)Custody to community</p>	Strengthen pathways to ensure access to Mental Health and substance use support is timely and addresses individual need at the right place at the right time.	<p>Notes of discussions around these pathways. Case examples detailing pathway</p> <p>Positive Steps provide data from service, cases studies, staff and service user testimonies, actions completed, sign posting to relevant agencies and services.</p>	<p>NHS/CJS</p> <p>Positive Steps</p>
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.	<p>Outcome: More people have access to suitable accommodation following release from a prison sentence.</p> <p>Performance Indicator: Number of: 1)Homeless applications where prison is last known address</p>	<p>Continue to support work by Positive Steps around their Positive Pathways Support Service</p> <p>Develop effective links with DCC Housing to allow data gathering to be shared to align PI to our plan.</p>	<p>Statistics from service, Cases studies, staff and service user testimonies, actions completed, sign posting to relevant agencies and services.</p> <p>Sharing of data and information from housing colleagues</p>	<p>Positive Steps</p> <p>Housing</p>
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.	<p>Outcome: More people with convictions access support to enhance their readiness for employment.</p> <p>Performance Indicator: Participation in employability services: 1)Percentage of people with convictions</p>	<p>Continue to expand the number of creative and relevant options offered as Other Activity within Community Payback Orders with Unpaid Work.</p> <p>Reduce the barriers to employability for all people with an offence history in partnership with organisations delivering employability services.</p> <p>Link with Remploy and Action for Industry to streamline data gathering.</p>	<p>Unpaid Work annual reports and reporting</p> <p>Notes of relevant meetings and actions agreed. Feedback provided by CJ Partnership Members.</p>	<p>CJS</p> <p>CJS/Remploy</p>
10. Enhance community integration and support by increasing and promoting greater use of voluntary throughcare and third sector services.	<p>Outcome: More people access voluntary throughcare following a short term prison sentence</p> <p>Performance Indicator: Number of: 1)Voluntary throughcare cases commenced.</p>	Continue and strengthen our offer of voluntary throughcare support to prisoners prior to release to ensure that the appropriate level of intervention, support and signposting is available in the community.	Case examples. Pre-release meetings discussions	CJSW

National Aim Four:				
Strengthen the leadership, engagement and partnership working of local and national community justice partners				
National Priority Actions	National Outcome and Performance Indicator	Actions – How do we achieve this?	Evidence - How do we know it has been delivered and is effective (in addition to national indicator)	Lead
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.	None Given	<p>Continue to strengthen strategic membership to ensure both consistent representation and active participation from CJ Partnership Members.</p> <p>Continue to ensure our connections with other partnerships in the city to promote true partnership working and promote improved outcomes for vulnerable people in the city.</p> <p>Ensure our renewed CJOIP for 2023-2026 is cited and drives the CJ Partnership Agenda as a way of continual progress tracking and to promote joint conversations to overcome any challenges.</p> <p>Develop a consistent Quality Assurance Plan bringing together our learning and continuous improvement plans incorporating self-evaluation and case file auditing.</p>	<p>Agenda and Minutes of the CJ Partnership Meetings</p> <p>Progress Tracking records and reports</p> <p>Progress and update reports provided to CJ P/Ship Audit Outcome Reports Self-Evaluation Outcome Report</p>	<p>CJS</p> <p>CJS/Senior Officer</p> <p>Quality Assurance Sub Group</p>
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.	<p>None Given Nationally</p> <p>Locally –</p> <p>Number of referrals to Families Outside.</p> <p>Number of Referrals to Victim Support</p>	<p>Continue to be part of the Trauma Informed Practice agenda for the city and ensure CJS Workforce have completed appropriate level of training.</p> <p>Learn from our supporting third sector agencies how best to involve and to ensure that victims and witnesses receive the support they require, and their voices are heard and their opinions are fully considered.</p> <p>Consider and utilise key recommendations from the Authentic Voice Research Report and ADP Lived Experience Plans to ensure a CJ plan for effective engagement with people in our City with lived experience is taking into account work and learning that is already taking place in the City.</p> <p>Build a programme of Communication and Awareness Raising for our Workforce and members of the public to tackle the stigma and way of better understanding of our families and people with CJ Lived Experience.</p>	<p>Protecting People Trauma Website. Interactions and attendance numbers of training</p> <p>Reports, sharing of information, joint participation in local events</p> <p>Authentic Voice Research Report – Recommendations</p> <p>Programme Plan and reporting on interactions from communications via our workforce and public interfaces.</p>	<p>Lead for this work would ideally be an Engagement and Involvement Sub Group from the CJ Partnership</p>
13. Support integration and reduce stigma by ensuring the community and workforce have an informed understanding of and	<p>Outcome: More people across the workforce and in the community understand, and have confidence in, community justice</p> <p>Performance Indicator:</p>	<p>Build a programme of Communication and Awareness Raising/Campaigns for our Workforce and members of the public to tackle stigma and a way of better understanding of our families and people with CJ Lived Experience and engage with local communities to promote their understanding of the criminal justice system.</p>	<p>Development of Programme Plan and reporting on interactions and feedback from communications via our workforce and public interfaces.</p>	<p>Engagement and Involvement Sub Group</p>

confidence in community justice.	Percentage of people who agree that: 1) People should help their community as part of a community sentence rather than spend a few months in prison for a minor offence.	Look to incorporate additional questions within our City Citizens Survey or other timely surveys in the City to ensure we generate a way to gather views on people's perception and belief that people should help their community as part of a community sentence rather than spend a few months in prison for a minor offence.	Survey feedback and Results	
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Performance Indicators	Most Recent Reliable Figure	Target
Numbers of diversions from prosecution: 1) Assessments undertaken 2) Cases commenced 3) Cases successfully completed.	Figure for 2022/23 1) 152 2) 77 3) 53	To increase on a year-by-year basis
Number of referrals from custody centres CARS – Dundee Figures Number of Assessments in Custody	Figure for July 2022-April 23 127 177	
Number of: 1) Assessment reports for bail suitability 2) Bail supervision cases commenced 3) Bail supervision cases completed	Figures for 2022/23 1) 16 2) 16 3) 13	
Percentage of: 1) CPOs successfully completed 2) DTTOs successfully completed	Figure for 2022/23 1) 65% 2) 1 DTTO only	1) aim to increase this back to the national average of 70% . 2) Aim to increase number of DTTOs
Number of transfers in drug/alcohol treatments from: 1) Custody to community	In 2022/23, DDARS had a total of 785 referrals, of which 88 were coded to coming from a custody setting, which is 11.2%. DDARS have indicated that there may be some incorrect coding, and the figure may actually be higher.	
Number of: 1) Homeless applications where prison is last known address	Figures for the last three years are: 2020/21 - 109 2021/22 - 91 2022/23 - 83	
Participation in employability services: 1) Percentage of people with convictions	Link with Action for Industry and Remploy to support this.	
Number of: 1) Voluntary throughcare cases commenced.	Figure for 2022/23 1) 189 cases	Aim to increase (previous figures 21/22 – 192 and 20/21 – 215)

Percentage of people who agree that: 1) People should help their community as part of a community sentence rather than spend a few months in prison for a minor offence.	Not currently recorded. Work required to ascertain route of data gathering included within CJOIP	
OTHER DATA INDICATORS		
% rate of re-conviction for Dundee	26.2%	Reduce to 25% and
Rate of re-conviction in Dundee per individual of population	0.47	0.42
Number of CPO's Imposed	Figure for 2022/23 447	increase towards pre-pandemic figures of +500
The % of 16-17 year olds charged with offences who are dealt with under diversionary measures (cases commenced).	Figure 2022/23 39%	Increase – figure for 21/22 was 46%
The % of females charged with offences who are dealt with under diversionary measures (cases commenced).	Figure for 2022/23 36%	2018-19 28%
The % of males charged with offences who are dealt with under diversionary measures (cases commenced).	Figure for 2022/23 64%	2018-19 72% 80%
Number of CJSW reports with custody as a main outcome 2018/19 – 17% of all outcomes	Figure for 2022/23 16%	Decrease
% Successful completion rates for CPOs.	Figure for 2022/23 65%	Increase - national Average is 70%
% Recipients satisfied with Unpaid Work (UPW) placements.	100% 100% % of those on UPW satisfied with the support provided. 2018/19 – 90% 100%	Maintain
Number of referrals to victim support 2018/19 761 referrals 1000 referrals (25% increase in referrals by end of year one then review).	Victim Support to provide	Increase
Total UPW hours carried out 2018/19 – 27,640 27,640 annually	Figure for 2022/23 38,101	Increase
The number of Other Activity hours worked e.g. social skill hours by TCA Beyond Mentoring, Access to Industry hours.	Figure for 2022/23 3,780 hours	Increase

Learning and Workforce Development

The Community Justice Partnership is committed to supporting and developing our 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 2023-2026 will be as follows:

- Continue to expand and strengthen Trauma Informed Practice training and learning 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 National Throughcare Subgroup of the Justice Standing Committee.

Governance

The CJP will monitor progress on a quarterly basis and continue to provide annual reports to Scottish Government and Elected Members. It is not, however, a finite document but part of a continuing conversation with the people of Dundee and our partners, where new priorities may emerge. 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

Scottish Government (2022) National Strategy for Community Justice, available [Supporting documents - National Strategy for Community Justice - gov.scot \(www.gov.scot\)](https://www.gov.scot/resources/documents/2022/06/Supporting_documents_-_National_Strategy_for_Community_Justice_-_gov.scot_(www.gov.scot).pdf)

Dundee City Plan (2022-2032) Available online [City Plan 2022 single pages \(dundeecity.gov.uk\)](https://www.dundee.gov.uk/city-plan-2022-2032/)

Care Inspectorate (2023) – A Guide to Self Evaluation for Community Justice in Scotland, available [A guide to self-evaluation for community justice in Scotland 2023.pdf \(careinspectorate.com\)](https://www.careinspectorate.com/~/media/Files/2023/06/A_guide_to_self-evaluation_for_community_justice_in_Scotland_2023.pdf)

Community Justice Scotland [Community Justice Scotland](https://www.communityjustice.scot/)