

Edinburgh Community Justice Outcomes Improvement Plan

2019 - 2022



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Working together for a safer Scotland



Edinburgh Integration Joint Board



Edinburgh Community Safety Partnership
Community Justice Outcomes Improvement Plan 2019-22

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1. Introduction

The Community Justice (Scotland) Act 2016 introduced a new model for community justice and from 1 April 2017, devolved decision making on the planning and delivery of community justice services to local community planning partnerships. Edinburgh's Community Safety Partnership (ECSP) (incorporating community justice) has responsibility for developing and implementing the Edinburgh Community Justice Outcomes Improvement Plan (CJOIP) on behalf of the Edinburgh Partnership (community planning).

The ECSP is committed to improving outcomes for people in community justice and aspires to achieving the Scottish Government's vision for community justice where Scotland is a safer, fairer and more inclusive nation where we:

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

2. Background

The [CJOIP 2017/18](#) provided an overview of the work of community justice partners in Edinburgh in relation to the national outcomes and indicators, as well as listing the improvement actions to which partners had committed. Partners have reviewed the work carried out under those 2017/18 improvement actions and measured collective performance in relation to the national Community Justice [Outcomes, Performance and Improvement Framework](#). This review both highlighted the partnership working success stories, and sharpened the focus onto areas which partners agree should be included in the priorities for the ECSP in delivering improved community justice outcomes locally. Those improvement areas are captured in Edinburgh's community justice local outcomes and supporting priorities for 2019-22. Edinburgh's revised CJOIP is a three year working document, in recognition of the ambition contained within the priorities and the realistic progress partners expect to achieve over this period. The CJOIP however, will continue to be revised and updated annually as required, to reflect progress made and ensure new and emerging priorities are included.

3. Community justice local outcomes and priorities

Edinburgh's CJOIP 2019-22 has identified four local outcomes under which supporting priorities are aligned. Planned partner activity individually and collectively, to progress the priorities is detailed in the improvement actions section of the Action Plan at Appendix 3. The CJOIP 2019-22 therefore, introduces new and further developing areas of work while highlighting ongoing activity under the national outcomes. Most of the activity detailed in the [CJOIP 2017/18](#) continues and is outlined and referenced throughout the CJOIP 2019-22 but is not expanded upon extensively to avoid duplication.

Local community justice outcomes

Local outcome 1: Increased meaningful community and service user engagement

Local outcome 2: Improved communication and engagement with partners and the third sector

Local outcome 3: People in the criminal justice system experience improved access to and engagement with, housing and other support services

Local outcome 4: Positive interventions are implemented sooner

Local community justice priorities

- Establishing closer working links with communities and localities
- Increasing meaningful service user engagement, which actively informs service development and delivery
- Creating meaningful reporting arrangements into the ECSP that demonstrate more clearly, the impact of our interventions and services; both positive and negative
- Establishing closer working links with the third sector
- Improving access and sustainability of housing for people in the criminal justice system
- Developing and delivering trauma informed leadership; this includes training across service areas and training evaluation
- Delivering services which demonstrate a greater awareness of men's experiences of trauma and common impacts into adulthood, including effects on mental health
- Early identification of opportunities to support vulnerable people so that positive interventions can be implemented sooner (through developing an early intervention /prevention strategy)

4. Contextual information

Edinburgh is recognized as an affluent and growing city however, it is a city of contrasts with wide levels of inequality, and is home to some of the most deprived communities in Scotland¹. Community justice planning takes place within this local context and some characteristics of the city are outlined below:

- Edinburgh has one of the fastest growing populations of any city in the UK. In the ten years to 2017, Edinburgh's population grew by 12.5% from 456,000 to 513,000. Analysis of population trends suggests that the city is likely to experience further population growth and to reach 583,140 by 2041, putting greater pressure on services².
- Edinburgh's child population (those between 0 and 15 years old) saw significant growth at 12.7% when compared with the rest of Scotland where the child population remained largely unchanged. Edinburgh also has a higher proportion of people aged 16 to 49 than the rest of Scotland².
- Average incomes within the city are high with 75.6% of the working age population in employment; unemployment remains low at 3.6% in the year to March 2018, lower than other major UK cities². Despite this, 13% of households have no adult in employment and over 80,000 residents live on incomes below the UK poverty threshold³.
- 22% of Edinburgh's children grow up in poverty⁴, and in the most deprived areas, as many as 30% live in households below the poverty threshold, compared with Edinburgh's average of 16% of citizens living in poverty.
- People living in areas of deprivation are at greatest risk of crime, and those areas where poverty is highest tend to show that residents are less satisfied with their neighbourhood as a place to live and feel less safe in it after dark⁵.
- Police Scotland has recorded an increase in the number of [crimes committed in Edinburgh](#), from 29,558 in 2016/17, to 33,080 in 2017/18 and the [economic and social costs of crime](#) (adult criminal justice system, criminal procedures, community services/disposals) to the local authority and to communities is significant.
- Latest Scottish Government figures show that [reconviction rates in Edinburgh](#) (based on residence) were 24.7% in 2015/16 compared with the national average of 27%.
- The average house price in Edinburgh is six times the average gross annual earnings in the city making it the least affordable city in Scotland to buy a home; demand for affordable housing is high

¹ [SIMD \(2016\)](#),

² [Edinburgh by Numbers \(2018\)](#)

³ defined as 60% of the UK median household income (DWP)

⁴ End Child Poverty (ECP) coalition data 2018

⁵ [Edinburgh People Survey \(2017\)](#)

and rising housing costs are a major contributor to poverty, inequality, and homelessness.

- Latest estimated figures show that 6500⁶ people aged between 15 and 64 in Edinburgh are experiencing problem drug use.
- Edinburgh faces a particular challenge around alcohol with the cost of alcohol related harm estimated at £221 million per year. The issue is not confined to a small minority, with research suggesting that 43% of the adult population drinks more than the Scottish Government's recommended limits⁷.
- Mental illness is one of Scotland's major public health challenges with one in three people estimated to be affected by mental ill-health in any one year. [Latest figures](#) show that 14.2% of Edinburgh's population was prescribed drugs for anxiety/depression/psychosis compared with a national average of 17.4%.
- A greater focus on prevention and early intervention has seen the number of people experiencing homelessness in Edinburgh fall from a peak of 5190 in 2006/7⁸ to 3273 in 2017/18. However, there remains significant pressure on temporary accommodation services due to the acute lack of affordable housing. Housing costs in Edinburgh continue to rise and for those on lower incomes, the number of new homes being built does not meet housing need and demand.
- [Latest figures](#) show that there were 1053 instances of exclusion from local authority schools in Edinburgh in 2016/17; down from 1095 the previous year. [Research](#) shows that pupils excluded from school at age twelve are four times more likely than other children to be imprisoned as adults. Boys, children living in single parent families, and those from the most deprived communities were most likely to be excluded from school.
- Partners seek to plan, develop and deliver services that are proportionate to need and through regular engagement with communities of place and interest.
- Edinburgh's [Locality Improvement Plans](#) contain more detailed local area profiles and local priorities for each of the City's four locality areas.

5. Priority areas for improvement (aligned to national outcomes and indicators)

This section outlines the work of community justice partners in Edinburgh in support of the national outcomes, and sets out the local priority areas for improvement actions. Each local priority is aligned individually to both a local and national outcome for ease of presentation and reporting however, the local priorities may cut across more than one of the national outcomes and indicators. The local outcomes Action Plan at Appendix 3 details planned activity under each local priority.

STRUCTURAL OUTCOMES

National outcome 1: Communities improve their understanding and participation in community justice

Local priority 1: establishing closer links with communities and localities

The multifunctional Family and Household Support (FHS) service incorporating family support, household support and community safety has a key role in promoting prevention and early intervention work in communities. FHS works with individuals and families to prevent problems escalating, assist with neighbour disputes, and ensure that people get the support they need to empower them to make positive changes in their lives, whilst challenging antisocial attitudes and behaviour. FHS shares many of its priorities with community justice and therefore community justice services are looking to make closer links

⁶ <https://www.isdscotland.org/>

⁷ <http://www.edinburghadp.co.uk/>

⁸ http://www.edinburgh.gov.uk/download/meetings/id/53301/item_74_-_strategic_direction_for_tackling_homelessness

with FHS and establish a fully co-ordinated and mutually beneficial approach to improving outcomes for individuals and communities. This priority will complement existing partnership working.

How will we achieve this?

- By ensuring that Criminal Justice Social Work is represented at Community Improvement Partnerships in each locality to improve collective understanding of community justice
- Through aligning the ECSP (community justice and community safety planning) with the locality planning process currently being established
- By establishing a suitable mechanism to capture local FHS activity which supports community justice outcomes and facilitates opportunities for joint working between FHS and Criminal Justice Social Work
- Cementing the Council's Safer and Stronger Communities structure which brought together related areas of activity including, support for wellbeing, and addressing crime and antisocial behaviour through promoting community safety
- By working with our Communications colleagues to create an effective local media campaign to promote community justice and its benefits
- Making meaningful links with communities for example through the [Turn Your Life Around](#) (TYLA) project; a schools based initiative that uses extraordinary mentors who have lived through adversity and managed to turn their lives around

Locality planning

Over the past year, community planning in Edinburgh has been examining its organizational structure and considering ways it can improve both its transparency and focus to address some of the key challenges faced by the city. The Edinburgh Partnership has agreed a new structure which includes establishing four new local community planning partnerships; one representing each of the four localities, to deliver their respective locality improvement plans. The creation of local partnerships represents an opportunity for greater alignment between the ECSP and locality planning through establishing a fully coordinated approach to addressing community justice and community safety priorities both centrally and locally.

Safer and Stronger Communities

In 2016, as part of a wider Council reorganization, and in response to the need to deliver more effective and responsive services which are more preventative in nature, a new division was created entitled Safer and Stronger Communities, led by the Council's Chief Social Work Officer. The establishment of Safer and Stronger Communities required comprehensive structural transformation bringing together areas of work focused on protecting people which had previously been delivered under different service areas. The four areas of work sitting together under the revised structure are listed below:

- **Regulation and professional governance** spanning children and adult services – includes public protection, Chief Social Work Officer functions, quality assurance roles, and regulation functions covering statutory requirements for housing services and social work.
- **Community Justice** – bringing together Criminal Justice Social Work and city-wide community safety to improve offender management co-ordination and rehabilitation, community cohesion, and wellbeing.
- **Homelessness and Housing Support** – including access to housing and support services to tackle homelessness, supporting recovery for people with complex needs, and assisting people to remain secure in their tenancies. Support also includes advice services providing benefits and welfare assistance, as well as outreach debt advice for prisoners in HMP Edinburgh.

- **Locality management** – the Council and key statutory partners (Police Scotland and Scottish Fire and Rescue Service), agreed four coterminous geographical areas referred to as localities and managed locally by a Locality Manager responsible for all locality based Council services in their area. The focus is on addressing the specific needs of each locality, increasing collaborative working with statutory and voluntary partners, and ensuring the emphasis is on prevention. The aforementioned FHS service sits within the locality management element of Safer and Stronger Communities.

All four work streams are committed to protecting people, in particular those who are the most vulnerable by focusing on welfare and social justice, and by tackling poverty and inequality. Regulation and professional governance, community justice (including community safety), and homelessness and housing support, are members of the ECSP.

Local priority 2: increasing meaningful service user engagement which actively informs service development and delivery

Although routine engagement takes place with communities of interest and extensive engagement was carried out with communities during the development of the [Locality Improvement Plans](#) to understand community needs, encouraging disenfranchised and vulnerable people to share their views remains a challenge. More work is needed to establish why people do not feel they can or want to engage with services, and to capture their views on how services and consultation exercises may be adapted to encourage engagement.

How will we achieve this?

- The Community Justice Management Group is developing a framework for regular service user engagement which will assist with the quality assurance of existing service provision and see appropriate improvements introduced based on feedback received
- Through the development of 'People's Stories'; this model is about social work staff meeting with individuals who use social work services to hear about their life experiences and the impact on their lives of a social work intervention. This work will champion good practice while identifying areas for improvement. The model will see twelve people each year who have experienced community justice /the criminal justice system, participating in the research with regular progress reports submitted to the Chief Social Work Officer
- By supporting and engaging with the service user led group Just Us, which was developed by women being assisted by Willow; a service providing group work /key work support to women with involvement in the criminal justice system to address a range of issues including mental health, trauma, offending, wellbeing, substance abuse, relationships and coping strategies
- The ECSP will ensure that it is kept updated with the feedback from service users' input through the aforementioned engagement framework and model

Some of the work carried out which continues to build on existing links with partners, communities and service users is outlined below.

Co-production, and community engagement

The Edinburgh and Midlothian Offender Recovery Service (EMORS) provides a continuum of support to people across three services; arrest referral, substance misuse prison treatment, and voluntary throughcare. It is commissioned jointly by the Council, NHS Lothian and Midlothian Council, and works with individuals to address their unmet needs with a particular focus on helping people to steer away from problematic drug and alcohol use which may increase their likelihood of reoffending.

The Council provides funding for Police Scotland to deliver community policing services under a [Partnership Agreement](#), whereby Community Police Officers work within local communities alongside FHS teams to

reduce crime, violence and antisocial behaviour, and support people to address issues in their lives which may cause them to offend /reoffend.

A consultation exercise was carried out to obtain the views of Edinburgh's citizens on the City's priorities set out in the draft strategy "[Planning for Change and Delivering Services](#)"; it included asking people to comment on both the prevention approach (intervening before problems escalate for individuals and communities), and how services should be delivered.

Community justice partners routinely engage with communities; examples include;

- Drop in engagement sessions in localities to encourage individuals and communities to give feedback on their experiences of prevention and intervention services
- Localities engagement events for example, to ascertain priorities for local communities (detailed in Edinburgh's four [Locality Improvement Plans](#))
- Through Edinburgh's Community in Motion initiative; a community driven problem solving approach led by the City of Edinburgh Council (the Council), Police Scotland and other members of the Edinburgh Partnership, engaging directly with communities to build resilience and community capacity, increase social capital and promote a problem solving approach
- Restorative Justice; a Restorative Justice service is offered to those who are subject to statutory supervision having been convicted of a hate crime, and their victims. The service seeks input from victims of crime and communities affected by crime as part of service development and delivery.

Service user engagement

Service user exit questionnaires and exit interviews inform service planning and delivery and regular feedback from service users is encouraged; examples

- *"this service helps the kids to see their dad. Staff and drivers are really helpful people. It is an amazing service for people like me who do not drive and have 4 kids, one with special needs"* – feedback from person using the Travel Service delivered by Sacro; a transport service for family and friends (Edinburgh residents) of people in Scottish Prisons
- *"very happy with service I'm getting", "staff have been friendly throughout"* – feedback from Edinburgh and Midlothian Offender Recovery Service (EMORS) service users
- Comments from people who have been subject to a Community Payback Order (CPO) are included in the latest [Community Payback Order Annual Report 2017/18](#).
- Quotes from beneficiaries about the impact of unpaid work are also included for example:
 - *"We would like to express our appreciation for all the work that the Safer and Stronger Communities Team have been helping with here at Duddingston Kirk, particularly the Glebe Project. In addition to the tasks where many hands have been required in a short space of time, the teams have helped build the patio for our plants area; to install the drainage for the polytunnel; and in the construction of the steps leading to the Peace Garden. The teams seem to appreciate the chance to work here and to contribute to our on-going project, they are always hard-working, courteous and friendly. A huge thanks to the supervisors who bring the groups along; they are always professional and ensure that the works are carried out to the highest standards."* – Minister, Duddingston Kirk
- Feedback from the public consultation for the CPO Annual Report 2017/18 showed that 73% of respondents wholly or partly agreed that community payback gave people an opportunity to repay the community for crime(s) they had committed, and that it helped reduce reoffending.
- The Council commissioned Peer Mentoring Service managed by Sacro, launched in September 2017 and 1.5 peer mentors are in post while recruitment for volunteers to complement the mentor role is ongoing. The service helps those aged 16 and over who are involved in the criminal justice system, to access the services and support they need.

Local perceptions

Results from the [Edinburgh People Survey \(2017\)](#) showed that:

- 95% of respondents were satisfied with Edinburgh as a place to live (up from 94% in 2016) with 89% satisfied with their neighbourhood as a place to live (consistent with 2016)
- 57% of respondents agree that the Council keeps them informed about the services it provides (dipping slightly from 60% in 2016)
- 59% of respondents agree that the Council provides protection and support for vulnerable people (down slightly from 62% in 2016)

The Edinburgh People Survey highlighted that:

- 86% of respondents stated that violent crime was not common in their neighbourhood (same as 2016)
- 76% stated that vandalism and graffiti is not common in their neighbourhood (broadly consistent with 2016 at 77%)
- 72% stated that antisocial behaviour is not common in their neighbourhood (down slightly from 75% in 2016)
- 76% do not consider street drinking and alcohol related disorder to be a problem in their neighbourhood (consistent with 2016 at 77%)
- 84% feel safe in their neighbourhood after dark (similar to 2016 at 85%)

Police Scotland's Edinburgh Survey ['Your View Counts' 17/18](#) also highlights issues which matter most to the general public; they include crime and antisocial behaviour.

National outcome 2: Partners plan and deliver services in a more strategic and collaborative way

Local Priority 3: Creating meaningful reporting arrangements into ECSP that demonstrate more clearly the impact of our interventions and services - both positive and negative

The ECSP is reviewing its priorities and internal reporting mechanisms; creating themed sub groups with shared responsibility across partners to deliver on the CJOIP 2019-22 priorities. The ECSP has yet to establish a suitable working arrangement with the locality model to enable work carried out under CJOIP 2019-22 to be shared at regular intervals across Edinburgh's four localities and feed into Locality Improvement Plans (LIPs). However, the annual revising of LIPs later in 2019 will present an opportunity to establish closer links between those plans and the CJOIP. Capturing work in the localities which contributes to the CJOIP outcomes will facilitate opportunities to further develop joint working between community justice and the localities for example, through introducing shared community consultations.

How will we achieve this?

- ECSP core membership to develop appropriate and workable sub groups to support the activities outlined in the CJOIP action plan
- ECSP to explore with locality managers how best to improve linkages between the ECSP and the newly created local community planning partnerships
- Identifying common ground across CJOIP activity and the work detailed under the respective LIP's community safety themes
- Through development of a Community Safety Strategy which will link into key CJOIP activity and report to the ECSP
- ECSP to begin developing a meaningful dataset on its performance using relevant quality indicators

Community Safety Strategy

The ECSP is looking to develop a three year Community Safety Strategy effective from 2020, and has carried out preparatory work consulting with key stakeholders and partners on the way forward. A scoping exercise is currently underway to identify the key citywide community safety issues that require a targeted, co-ordinated partnership approach, joint resourcing and ECSP strategic planning to progress. ECSP partners will then consult with the public and community groups on the community safety themes identified. The consultation will be supported through hosting locally based community engagement events, to hear from

different communities about their community safety concerns.

Local priority 4: Establishing closer working links with the third sector

A development session between the ECSP and third sector partners held in early 2018 and hosted by the [Criminal Justice Voluntary Sector Forum](#), highlighted that although Edinburgh benefitted from a large and active voluntary sector, for many third sector organizations, engagement and communication with the ECSP was limited. This had led to a lack of clarity within the third sector about the work of the ECSP and how those organisations could contribute to the community justice agenda. Recommendations are being taken forward in 2019-22 to address those issues including:

- Establishing clear routes for consistent and meaningful communication and engagement between ECSP and the third sector
- Exploring whether there is appetite within the voluntary sector for establishing a local community justice forum and whether it could serve as a suitable vehicle in supporting stronger ECSP /third sector collaboration in community justice

How will we achieve this?

- An ECSP member from the Third Sector is consulting with those organizations contributing to the community justice agenda, on the most effective way for the sector to be represented at the ECSP
- The Third Sector will also explore how it would like to be informed of the work and developments of the ECSP to ensure that it can support, respond, and contribute to the work of community justice at the right time

Some existing working examples which contribute to national outcome 2 are noted below.

Collaborative working

- The EMORS mentioned above, is commissioned jointly by Edinburgh Council, Midlothian Council and the NHS.
- FHS service is a collaboration of community safety, housing support and family support, brought together to deliver a holistic approach to supporting people to live fulfilling, safe and healthy lives. Community police officers work closely with FHS to employ a preventative approach to reduce crime, antisocial behaviour and offending.
- Multi-Agency Public Protection Arrangements (MAPPA) partners in [Edinburgh Lothians and Scottish Borders](#) continue to work across geographical boundaries to ensure risk is managed appropriately and that the public is protected.
- Community in Motion mentioned under national indicator 1 builds upon existing resources within communities and employs a three tier approach to promoting prevention:
 - Primary prevention – the [TYLA](#) project mentioned above, engages people who have overcome adversity and turned their lives around. They each share their experiences of how they were able to embrace positive change with school pupils, families and local communities
 - Secondary prevention – [Mentors in Violence Prevention](#) (MVP) which trains school students to speak out against all forms of violence, bullying and abusive behavior; empowering young people to be active in promoting a positive school environment
 - Tertiary prevention – promotes problem solving restorative approaches for example through mediation, unpaid work and community volunteering to build stronger communities

Leveraging resources for community justice

As part of the ECSP's review of its priorities and supporting sub group structure, community justice partners will collectively consider the human and financial resources they can contribute to the aspirations of the CJOIP 2019-22. This exercise will ensure that the responsibilities for community justice activities are shared appropriately and fairly across all relevant partners.

National outcome 3: People have better access to the services they require, including welfare, health and wellbeing, housing and employability

Local priority 5: Improving access and sustainability of housing for people in the criminal justice system

Having settled accommodation is vital to successful community reintegration. It contributes to stability in a person's life and supports desistance however, national statistics show that spending time in prison increases the risk of homelessness and that half of prisoners lose their tenancy or accommodation whilst in custody, while over a third did not know where they would be staying on their release⁷. Data on the percentage of households presenting as homeless in Edinburgh due to being discharged from prison has remained constant over the past six years averaging 125 per annum, representing 3.3% of homeless presentations. It is recognized that addressing the housing needs of people released from a short term prison sentence (less than four years) is complex, but that good practice employs a proactive approach of assessing housing need on entry into custody so that avenues for retaining a tenancy during a sentence can be explored, for example putting a payment arrangement in place from prison where possible, to prevent eviction due to rent arrears.

The high cost of housing in Edinburgh coupled with demand for affordable and social housing outstripping supply, has seen increasing numbers of people being housed in the private rented sector. This puts people in the criminal justice system at a particular disadvantage since they are often marginalized, have complex needs, and may be perceived as 'undesirable or undeserving' by private landlords /housing providers. Therefore, the challenge to improve housing outcomes for this group is a priority for partners.

How will we achieve this?

- Establishing the housing situation of each person entering prison, irrespective of the length of their sentence, including those on remand
- Supporting short term prisoners to retain their tenancies where possible
- Council staff working in Access to Housing and Support Services being co-located in HMP Edinburgh to support collaboration with Scottish Prison Service residential staff in implementing the [Sustainable Housing on Release for Everyone](#) (SHORE) standards
- Ensuring that every prisoner's housing situation is assessed prior to release, with an emphasis on those who will be accessing homelessness services
- Providing support to pre-release prisoners to access housing, including the opportunity to have a housing options interview, a homelessness assessment if appropriate, and assistance to complete an Edindex (application for social Housing in Edinburgh), and to start bidding for social housing as soon as possible
- Reducing barriers to accessing housing e.g. financial barriers; exploring rent deposit and guarantee schemes as part of housing options
- Ensuring the most vulnerable groups within the prison population e.g. those on remand, those serving very short sentences, women, young people, and those who were homeless on entering prison receive the services outlined above
- Through extending provision for community support after prison; supporting people to sustain their accommodation on release through a package of extensive care, support and advocacy through identifying support needs and referring to appropriate services
- Delivering a staff training programme to prison officers to support implementation and embedding of the [SHORE](#) standards
- Engaging with partner landlords e.g. Housing Associations, through the Edindex social housing application process, to secure accommodation on a case by case basis
- Monitoring access to housing services for people leaving custody; prison Throughcare Support Officers routinely try to gather this information however, it may not be readily available for prisoners who do not engage

Some examples of ongoing activity which supports this national outcome are outlined below.

⁷ <http://www.sps.gov.uk/Corporate/Publications/Publication-6101.aspx>

Working to improve access to housing services

Since April 2018, partners have implemented the SHORE quality standards mentioned above, which are driving improvements in this developing area of work. Staff engage with those entering prison so that interventions to prevent homelessness on release may be employed as early as possible. Prisoners subject to the Multi Agency Public Protection Arrangements (MAPPA) are overseen by the Housing Sexual and Violent Offender Liaison Officer (SAVOLO) Prison Outreach Officer. The appropriate interventions are employed with prisoners eight weeks ahead of their release date.

The structure established under Safer and Stronger Communities mentioned above, which brought together community justice and homelessness and housing support services, has supported the work taken forward to implement the SHORE standards, and facilitated building links and strategic planning across Criminal Justice Social Work, Access to Housing and Support Services, and Scottish Prison Service staff.

Financial inclusion

The Council's Advice Services provides an outreach debt advice service, accessed by referral, to prisoners in HMP Edinburgh. The service also offers debt advice to prisoner's families; this takes place in the Visitors Centre at HMP Edinburgh. In implementing the SHORE standards, it is the intention to assess a prisoner's housing status on entry to prison and as part of this assessment, financial situation may be taken into account, for example when accessing benefits to cover rent and/or rent arrears. In addition, the Department of Work and Pensions (DWP) hold outreach appointments in HMP Edinburgh providing pre-release prisoners with benefits advice; engagement with the service is voluntary. For people serving their sentences in the community, procedures exist to support them so that they do not experience financial loss as a result of complying with their sentence.

The Advice Services are currently being reviewed to ensure that people can access tailored welfare benefits and debt advice at the right time; this includes looking at provision of specialist income/benefits advice to pre-release prisoners.

A specialist Income Maximization Officer is based in each of Edinburgh's four locality offices and supports Council tenants to sustain their tenancies by providing advice on accessing benefits and assisting with rent arrears. A universal service offering benefits and income advice is available to all citizens through the Council's city centre based Advice Shop.

Employability

The Council funded Encompass employability programme supports people living with complex needs who have lived experience of the criminal justice system and/or homelessness. During 2017/18, its first year of operation, it has supported 325 people. The service has recently benefited from a new look environment funded by the Clothworkers' Foundation which has enabled new learning zones to be created and the provision of more up to date technology in a welcoming environment which encourages creativity.

Local priority 6: Developing and delivering trauma informed leadership – this includes training across service areas and training evaluation

Research has shown that people who have lived through trauma and adversity are over represented in the criminal justice system. Partners recognize that providing appropriate responses to encourage meaningful and motivated service user engagement requires staff to develop an increased understanding and awareness of trauma, how it impacts on behaviour, and how to appropriately support people who have experienced trauma, including supporting people to enhance existing resilience. The Scottish Government commissioned NHS Education for Scotland (NES) to deliver [Transforming Psychological Trauma: A Knowledge and Skills Framework for the Scottish Workforce](#) which is designed to help staff build an understanding of their strengths and areas for development across different levels of service delivery from specialist to non-specialist. It also aims to help managers understand the training needs of their staff, and to assist trainers in developing evidence based training packages. The ECSP seeks to fully embrace this work and embed trauma informed leadership across its services.

How will we achieve this?

- Build on existing trauma informed pilots taking place in Community Justice Social Work services and extend training and awareness sessions on trauma and trauma informed practice across Safer and Stronger Communities
- Implement a training plan on trauma informed leadership informed by [The Scottish Psychological Trauma and Adversity Training Plan](#) (currently in draft form; consultation ended on 22 February 2019) for relevant managers
- Working to mainstream trauma informed approaches to mitigate the impact of trauma and reduce barriers to accessing services for those affected, so that they experience improved outcomes, including better health outcomes
- Evaluating training sessions with staff to obtain feedback on effectiveness of training and identify gaps
- Build service user engagement into areas where trauma informed practice will be taken forward to ensure efficacy of the model

Local priority 7: Delivering services which demonstrate a greater awareness of men's experiences of trauma and common impacts into adulthood, including effects on mental health

Trauma informed approaches have been developed and implemented across some women's services for example, the Willow service mentioned above under Local Priority 2. Willow is a partnership between the Council, NHS Lothian and the third sector providing individualized support to women in the criminal justice system and working with them to reduce barriers to their accessing and engaging with services to improve their health, wellbeing and skills; supporting them live offence free lives. Willow has been shown to successfully facilitate improvements in women's lives across a range of areas, and partners recognize that the opportunity exists to pilot the successful evidence based approaches used in women's services, within men's group work services.

How will we achieve this?

By piloting the application of a trauma informed service model in group work services for men, including:

- Developing and delivering a programme of trainings for social work staff to align with [The Scottish Psychological Trauma and Adversity Training Plan](#), and working towards Trauma Enhanced Practice (Level 3)
- Provision of trauma informed leadership coaching for managers in these teams
- Ongoing development supports to embed trauma enhanced practice across all group work services
- Undertaking a prevalence study to ascertain trauma experiences and current trauma specific problems in men accessing our services
- Trialing a stage 1 trauma intervention specifically designed for men with a background of offending behaviour

Where possible, Community Justice Social Work seeks to collaborate with partners in developing this work; further supporting activity will include:

- Evaluating the application of this trauma informed service model, reviewing learning of its applicability out with a mental health setting
- Considering learning and potential applicability across all Criminal Justice Social Work services

Mental health and wellbeing

The Scottish Government has set a target for the NHS in Scotland that 90% of patients referred for Psychological Therapies should commence treatment within 18 weeks. The [NHS Lothian Local Delivery Plan 2017-18](#) reports that in January 2017, 65.2% of patients achieved the target. This figure relates to the population as a whole and there is no breakdown of people awaiting treatment by background and circumstance. People in the criminal justice system are disproportionately impacted by poor mental health therefore are likely to be over represented in this statistic. Throughcare, peer mentoring and other support services provide support to improve the mental health and wellbeing of service users however, specialist psychiatric help is limited to NHS provision.

The Edinburgh Integration Joint Board (IJB) is currently developing an Outline Strategic Commissioning Plan (OSCP) for mental health as part of its production of detailed plans for key service areas supporting the [IJB Strategic Plan 2019-22](#). The mental health strategy has adopted the title 'Thrive Edinburgh' to reduce any stigma which may be associated with mental health services. This localized strategy once developed, will support the wider national approach where all discrimination and stigma relating to mental health is challenged and there is a commitment to delivering effective and timely person-centred care.

The Scottish Government's [Mental Health Strategy 2017-27](#) identifies the need to increase trauma informed support for the mental health of young people who have committed offences and acknowledges that more needs to be done to improve mental health outcomes for those in the justice system. This work is underpinned by the national [Justice Strategy](#) which includes a priority to improve health and wellbeing in justice settings, with a focus on mental health and addictions. The Scottish Government has also committed to increasing the workforce so that every police station custody suite and all prisons have improved access to dedicated mental health professionals.

National outcome 4: Effective interventions are delivered to prevent and reduce the risk of further offending

Local priority 8: Early identification of opportunities to support vulnerable people so that positive interventions can be implemented sooner

ECSP partners recognize that getting people the right support at the right time is crucial to delivering effective interventions. Identifying and taking steps to address problems earlier before they become entrenched or intractable are key to improving outcomes for people and to making better use of resources in the face of increasing demand for services. Partners are committed to working together to continue to make the shift from crisis intervention to a focus on earlier remedies and prevention; and an approach which will also ease future demand.

Partners recognize the challenges faced in making a meaningful shift to prevention, but are confident that a collective commitment to partnership working on shared priorities to improve outcomes for people in the justice system and prevent and reduce offending, will help deliver this preventative agenda. To continue the positive trajectory and build on existing prevention work, partners have agreed to work together to identify early opportunities to assist vulnerable people, as an important step in ensuring their needs are considered and met appropriately.

How will we achieve this?

- Through development of an Early Intervention Strategy
- Focusing on opportunities to support people at key transitions in their lives (which are often key risk points) e.g. being arrested, being sentenced, commencing a community disposal, being in prison, being released from prison, experiencing difficulty or crisis
- Reviewing current service delivery to ensure that all opportunities to maximize the potential for positive interventions are explored; the establishment of the Restorative Justice service led by Criminal Justice Social Work is an example of this
- Embedding and reinvigorating the Whole System Approach for young people who offend; ensuring the focus is on diversion and addressing their needs through provision of community alternatives; keeping them out of the criminal justice system where possible
- Developing effective partnership working with all involved parties to allow for the early identification of those at risk of remand
- Improving support and engagement with young people who attend court and receive a custodial sentence
- Working with partners to expand opportunities for bail supervision through extending community

- supports available to those who would otherwise be placed on remand
- Ensuring the options for enhanced bail supervision are available to the most vulnerable for example young people between 16 and 21 years of age and women who have been charged with an offence
- Developing the use of the “other activity” component of an unpaid work requirement which encourages service users to tackle the causes of their offending
- Developing an evidence base of what works to inform future service delivery, for example establishing the efficacy of extending bail supervision and its impact on reducing reoffending
- Engaging with service users who have breached a community disposal to gather their views on what went wrong
- Ongoing evaluation of interventions employed to ensure they are effective at meeting needs for example, through service user engagement
- By striving to get it right first time and employing a ‘one person, one plan’ co-ordinated approach to intervention where possible
- Striving to do “the right thing at the right time” to maximize the chances of success

A snapshot of work ongoing in support of this outcome is below.

Many of the interventions designed to reduce the risk of offending were explained in the previous CJOIP for example, diversion from prosecution, Drug Treatment and Testing Orders, community payback orders, Alcohol Problem Solving Court, the Caledonian System (integrated approach to addressing domestic abuse combining a programme for male offenders with support services for women and children affected by domestic abuse, as both victims and witnesses), MAPPA, the Community Intervention Service for sex offenders (CISSO), and the aforementioned Willow, EMORS, and Community in Motion (under priority 2).

Restorative Justice

Edinburgh’s Criminal Justice Social Work service offers Restorative Justice (RJ) to people on statutory supervision having been convicted of a hate crime, and the victim of that offence (or a representative). Police Scotland provides victims of hate crime with information about RJ and gains explicit consent for the Council’s RJ service to contact them. An Information Sharing Protocol has been agreed and signed between the Council and Police Scotland which allows the RJ service to contact the victim of the hate offence. A fuller explanation of the RJ service is included under the Person Centric Outcomes /national outcomes 5, 6, and 7 section of this document.

The RJ service is initially focusing on hate crime and operating across all community justice services where appropriate. It is the intention in the future, to extend the project to encompass all offences following successful implementation and evaluation with hate offences. Relevant staff across Criminal Justice Social Work, Young People’s Service, FHS, and the residential accommodation service for men who pose a risk of serious harm, have been trained in the Anti-Discriminatory Awareness Practice Training (ADAPT) toolkit; a one to one hate crime intervention that can be used by all staff, not just those involved in delivering RJ.

Family and Household Support (FHS) service

The FHS service mentioned under local priority 1 above, is an amalgamation of three formerly separate areas of work; community safety, family support and household support, which now operate as an integrated service delivering holistic early intervention support to individuals, families and communities. Bringing the three specialisms under once management and leadership has enabled staff to deliver various tailored interventions at different times and employ a flexibility and responsiveness not supported under the old model. The service is focused on tackling inequalities and includes supporting wellbeing and improved health, promoting personal and community safety, and building individual resilience in tandem with community capacity. Working with individuals to improve their quality of life, meet their needs, and better

their life chances is a key element of embedding the prevention agenda and contributes to reducing reoffending. The FHS service's remit includes:

- Working to reduce poverty and inequality in communities
- Reducing evictions and enforcement actions
- Preventing homelessness
- Reducing antisocial behaviour and vandalism
- Preventing and resolving neighbour disputes through the Council's in-house Mediation Service
- Employing a restorative approach to problem solving
- Supporting sustainable positive change through developing constructive conversations that support building positive relationships
- Delivering person-centred support; promoting social, emotional, and mental health and wellbeing
- Increasing engagement and participation
- Putting people in touch with the appropriate services to address their needs where more specific or intensive support is required

Person-centred transitions

The ECSP recognizes the importance of employing effective person-centred transitions for people leaving supervision to improve their chances of achieving and sustaining positive destinations. This work is supported by the [Peer Mentoring and Support Service](#) delivered by Sacro; it is voluntary and available to people over the age of 16 under a statutory supervision order. EMORS mentioned above, provides voluntary throughcare support to people being released from prison which includes prison gate pickups and access to community support services to aid desistance.

The NHS is currently carrying out a Health Needs Assessment in HMP Edinburgh looking at current pathways in health treatment for prisoners, which includes treatment for substance misuse and addictions, and considering the positives and negatives of those in meeting people's needs. The findings will inform future pathways and improvements going forward for delivering healthcare within the prison.

Self evaluation

The Council is offering a post graduate student placement to conduct an evaluation project of the FHS service in the localities; looking at efficacy of the model and the integrated multi-disciplinary teams. The project will explore the views of FHS service users and staff to establish an evidence base from which to build and improve service delivery.

The Criminal Justice Community Intervention sector is planning to carry out a self-evaluation exercise across its teams followed by a case file audit. The findings will highlight any gaps in service provision and identify areas for improvement in this area; this in turn will inform priorities for resource allocation.

PERSON CENTRIC OUTCOMES

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

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

National outcome 7: Individuals' resilience and capacity for change and self-management are enhanced

The national indicators for the person centric outcomes require that individuals have made progress against

those. Many of the services mentioned under national outcomes 1 to 4 and Edinburgh's local priorities, such as FHS, Peer Mentoring and Throughcare services, contribute to the person centric outcomes. Individual progress is measured using appropriate wellbeing indicators and holistic outcome monitoring tools, such as the [Recovery Outcome Web](#).

A snapshot of partners' work ongoing, both individually and collectively, in support of the person centred outcomes, and mainstreaming prevention is below:

Victim Support

The Council provides funding to Victim Support Scotland in Edinburgh to work with victims and witnesses of crime so that they feel supported and encouraged to participate at all stages of the criminal justice process. Person centred support is delivered to mitigate any health problems related to the impact of crime, alongside personal safety and crime prevention advice to reduce the risk of re-victimisation. Victim Support is developing its outreach work by proactively linking in with relevant agencies /services supporting people who have past experience of the criminal justice system; recognizing that many people who have previously committed offences are also victims.

Police Scotland

Hate Crime: A Collaborative Approach to Using Restorative Justice (RJ) to Repair the Harms:

Hate crime can have a devastating impact on individuals, groups, and the very fabric of society. RJ offers the opportunity for a person who has been harmed ('the victim') to meet the person responsible for the harm ('the offender'), following conviction, in a safe and positive environment, facilitated by a trained RJ facilitator. The RJ process seeks to empower the victim to express the impact that the offence has had on them and to receive answers to any questions they may have. For the offender, understanding the human impact of their offending could have a bearing reducing shame, and on future desistance.

This newly launched service, situated within the partnership between Police Scotland's Edinburgh Division's Preventions, Interventions and Partnerships department and the Council's Criminal Justice Social Work service, seeks to capture the exciting national momentum of the Scottish Government in ensuring RJ services are widely available across Scotland by 2023 with the interests of victims at their heart, by bringing together people who have been convicted of hate crimes with the victims of the crimes. The ultimate aim is to empower victims and reduce fear and anger, and potentially reduce re-offending, through this completely voluntary process.

A collaborative, partnership approach between Police Scotland and the Council has been invaluable in developing and implementing the service, and breaking down barriers to participation for victims of hate crime. As the service is in its infancy, evaluation has not yet been possible; nonetheless, key measures of success will include victim and offender satisfaction (with a particular focus on victims' experience of the process and a reduction of the prejudice-based behaviours), decrease in re-offending rates, and ultimately a safer, more inclusive society.

Police Scotland VOW Project – Inspiring Young People to break the cycle of re-offending using peer mentors:

Police Scotland engage with and empower vulnerable young people to break the cycle of re-offending and pick up their shattered lives, by assisting them to make positive decisions and changes to their lives. This will in turn strengthen communities, transform lives and reduce crime and its associated victims.

No other professional bodies in Scotland are delivering this unique collaborative approach to diverting young people away from offending and it has been highlighted as best practice nationally. Police officers on the

project, work with peer mentors, to break down the barriers to engage with young people, who have suffered childhood trauma and are actively engaged in criminal and harmful risk taking behaviour. Police officers and peer mentors with formal mentoring qualifications and mental health resilience training, create knowledge and understanding from the impact of Adverse Childhood Experiences and trauma. Creating a Cognitive Behavioural Therapy approach to dealing with young people's trauma based feelings, with an increased toolkit for staff to use to support young people who have been through trauma. These resilience skills are then passed on to the young person, allowing them to understand their own behaviour and what may have caused it, along with resilience techniques to improve their mental health and reduce their risk taking behaviour.

The young people are assisted in making positive choices and this is then taken further when they establish a plan of action around training, mental health resilience awareness, and finally work /further education. The project transforms the shattered lives of the young people involved in the project, dramatically reducing their offending and increase their life chances, which will in turn reduce the number of victims from crime and strengthen communities.

Skills Development Scotland

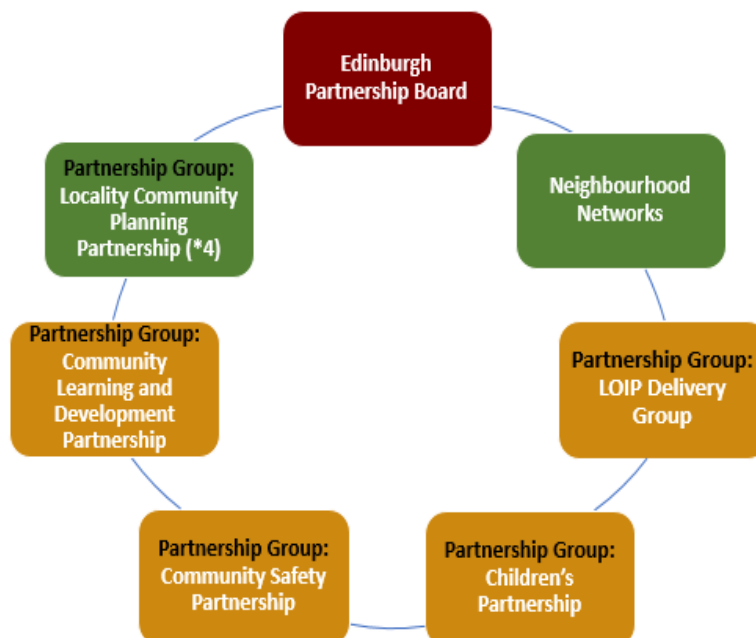
In relation to education and employment, Skills Development Scotland (SDS) is taking a coaching approach to support young people who are at risk of not moving into a positive destination. This will include those involved or about to be involved in the justice system. SDS works intensively with them in school and beyond allowing them to develop career management skills. This gives them the confidence to make informed life choices with the support of an SDS work coach. SDS also support sustainable destinations. Once someone is in a positive destination SDS will maintain regular contact to ensure they sustain this, or provide support if something else should happen.

6. Governance arrangements and community planning

The [Edinburgh Partnership](#) (the Partnership) is Edinburgh's community planning partnership, bringing together public, business, voluntary, and community organisations to tackle significant challenges facing the City such as poverty. During 2018, the Edinburgh Partnership reviewed its decision making structure with the aim of;

- Strengthening community influence
- Increasing joint working
- Delivering clarity of purpose across the partnership

The new structure is shown below:



The ECSP is the sub group responsible for developing, delivering and reporting on the CJOIP 2019-22 on behalf of the Partnership. The ECSP will carry out an annual review of the CJOIP as well as reporting progress under the national indicators and local priorities to the Partnership annually. The CJOIP priorities and community justice aspirations to achieve a safer, fairer and more inclusive society, support the wider community planning partnership's vision and commitment highlighted in its [Community Plan 2018-28](#) that "Edinburgh is a thriving, connected, inspired and fair city, where all forms of poverty and inequality are reduced", and its three priorities, that people have;

- Enough money to live on
- Access to work, learning and training opportunities
- A good place to live.

7. Participation statement

The CJOIP 2019-22 has been developed in collaboration with community justice partners and its local priorities identified through group discussion, drawing upon the experiences of service users and of partners at ECSP meetings. The public, including victims of crime and service users, are being invited to express their ambitions for community justice going forward and to feed into the CJOIP; feedback from the public consultation exercise will inform the activities outlined in the action plan at Appendix 3.

The ECSP is keen to raise awareness of community justice across a wide network of internal and external stakeholders, and to support this, will develop a communications plan to promote the community justice vision. This work will be jointly resourced and will include engagements events, delivery of joint training to increase staff knowledge of community justice, and promotional activity to raise the public profile of community justice locally.

Appendix 1: Community Justice Partners

Community Justice partners and members of ECSP

Elected member and Chair of the CSP

Chief Social Work Officer, the City of Edinburgh Council

Senior Manager, Community Justice, City of Edinburgh Council

Senior Manager, Integration Joint Board for Health and Social Care

Programme Manager, Edinburgh Alcohol and Drug Partnership

Chief Superintendent, Police Scotland

Area Manager, Scottish Fire and Rescue Service

Governor, HMP Edinburgh, Scottish Prison Service

Strategic Programme Manager, NHS Lothian

Chief Executive, Edinburgh Voluntary Organisations Council

Area Manager, Skills Development Scotland

Procurator Fiscal, Crown Office and Procurator Fiscal Service

Scottish Courts and Tribunals Service

Appendix 2: Resources – links to other plans

Links to local plans

[City Housing Strategy 2018](#)

[Edinburgh Partnership Community Plan 2018-28](#)

[Integration Joint Board Strategic Plan 2019-22 \(draft\)](#)

[The City of Edinburgh Council Business Plan 2017-22](#)

[Edinburgh Local Policing Plan 2018-21](#)

[Antisocial Behaviour Strategy 2016-19](#)

[Local Fire and Rescue Plan for the City of Edinburgh 2017-20](#)

[Edinburgh Alcohol and Drug Partnership Strategy and Delivery Plan 2015-18](#)

[Edinburgh Children's Partnership: Children's Services Plan 2017-20](#)

[Locality Improvement Plans 2017-22](#)

[Links to national strategies/plans](#)

[National Strategy for Community Justice](#)

[Community Justice Outcomes, Performance, and Improvement Framework](#)

[Justice in Scotland; Vision and Priorities](#)

[Mental Health Strategy 2017-27](#)

[Transforming Psychological Trauma; A Knowledge and Skills Framework for the Scottish Workforce](#)

[Scotland's National Performance Framework](#)

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Appendix 3

Community Justice Outcomes Improvement Action Plan

National outcome 1: Communities improve their understanding and participation in community justice

National indicators:

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

Local outcome 1: Increased meaningful community and service user engagement

| | Priority area | Improvement action/activity | Lead partner(s) | Timescales | Local performance indicator |
|-----|---|---|------------------------------------|------------|-----------------------------|
| 1.1 | Establishing closer links with communities and localities | By establishing a suitable mechanism to capture local FHS activity which supports community justice outcomes and facilitates opportunities for joint working between FHS and Criminal Justice Social Work | ECSP | 2020 | |
| 1.2 | Increasing meaningful service user engagement which actively informs service development and delivery | Developing a framework for regular service user engagement which will assist with the quality assurance of existing service provision and see appropriate | Community Justice Management Group | 2020 | |

| | | | | | |
|--|--|--|--|--|--|
| | | improvements introduced based on feedback received | | | |
|--|--|--|--|--|--|

National outcome 2: Partners plan and deliver services in a more strategic and collaborative way

National indicators:

- Services are planned for and delivered in a strategic and collaborative way
- Partners have leveraged resource for community justice
- Development of community justice workforce to work effectively across organisations/ professional/geographical boundaries
- Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of [MAPPA](#)

Local outcome 2: Improved communication and engagement with partners and the third sector

| | Priority area | Improvement action/activity | Lead partner(s) | Timescales | Local performance indicator |
|-----|--|---|--------------------------------|------------|-----------------------------|
| 2.1 | Creating meaningful reporting arrangements into ECSP that demonstrate the impact of our interventions and services | ECSP core membership to develop appropriate and workable sub groups to support the activities outlined in the CJOIP action plan | ECSP | 2020 | |
| 2.2 | Establishing closer working links with the third sector | Establishing clear routes for consistent and meaningful communication and engagement between ECSP and the third sector | ECSP and Third Sector partners | 2020 | |

National outcome 3: People have better access to the services they require, including welfare, health and wellbeing, housing and employability

National indicators:

- Partners have identified and are overcoming structural barriers for people accessing services
- Existence of joint-working arrangements such as processes/protocols to ensure access to services to address underlying needs
- Initiatives to facilitate access to services
- Speed of access to mental health services
- % of people released from a custodial sentence (quantitative) who are: registered with a GP; have suitable accommodation; have had a benefits eligibility check

| Local outcome 3: People in the criminal justice system experience improved access to and engagement with, housing and other support services | | | | | |
|---|--|---|------------------------|-------------------|------------------------------------|
| | Priority area | Improvement action/activity | Lead partner(s) | Timescales | Local performance indicator |
| 3.1 | Improving access and sustainability of housing for people in the criminal justice system | Ensuring that every prisoner's housing situation is assessed prior to release, with an emphasis on those who will be accessing homelessness services | ECSP sub group | 2020 | |
| 3.2 | Developing and delivering trauma informed leadership | Build on existing trauma informed pilots taking place in Community Justice Social Work services and extend training and awareness sessions on trauma and trauma informed practice across Safer and Stronger Communities | ECSP sub group | 2020 | |
| 3.3 | Delivering services which demonstrate a greater awareness of men's experiences of trauma and common impacts into adulthood, including effects on mental health | Developing and delivering a programme of trainings for social work staff to align with The Scottish Psychological Trauma and Adversity Training Plan , and working towards Trauma Enhanced Practice (Level 3) | ECSP sub group | 2020 | |
| <p>National outcome 4: Effective interventions are delivered to prevent and reduce the risk of further offending</p> <p>National indicators:</p> <ul style="list-style-type: none"> • Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending • Use of 'other activities requirement' in Community Payback Orders (CPOs) • Effective risk management for public protection • Quality of CPOs and DTTOs • Reduced use of custodial sentences and remand (quantitative) <ul style="list-style-type: none"> - Balance between community sentences relative to short custodial sentences under 1 year - Proportion of people appearing from custody who are remanded | | | | | |

- The delivery of interventions targeted at problem drug and alcohol use ((quantitative)
- Numbers of police recorded warnings, police diversion, fiscal measures, fiscal diversion, supervised bail, and community sentences (including CPOs, DTTOs and RLOs)
- Number of short-term sentences under 1 year

Local outcome 4: Positive interventions are implemented sooner

| | Priority area | Improvement action/activity | Lead partner(s) | Timescales | Local performance indicator |
|-----|--|---|------------------------|-------------------|------------------------------------|
| 4.1 | Early identification of opportunities to support vulnerable people | Through development of an Early Intervention Strategy | ECSP sub group | 2020 | |