



**WEST LOTHIAN
COMMUNITY JUSTICE
OUTCOMES IMPROVEMENT PLAN
2017-18**

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1 Introduction

In this plan, we will do the following:

- Explain the reasons for the introduction of the Community Justice model in Scotland.
- Consider the steps taken to date in West Lothian to ensure that we can comply with this demanding agenda
- Identify a range of activities that we will continue to undertake or will begin to undertake that will enhance the wellbeing of our communities and the individuals living within them, both in terms of reducing re-offending and further improving public safety.

2 How our plan relates to national and local planning

Underpinning the development of this plan is a range of other significant documents. These include the following Scottish Government publications:

The National Strategy for Community Justice
(<http://www.gov.scot/Publications/2016/11/5600>)

Community Justice Outcomes, Performance and Improvement Framework
(<http://www.gov.scot/Publications/2016/11/3701>)

Guidance for Local Partners in the New Model for Community Justice
(<http://www.gov.scot/Publications/2016/11/4628>)

A number of West Lothian-related documents are of particular significance to the development of our improvement agenda. While most of these are noted and considered in context, and are listed in section 17 of this plan, clearly the most significant in terms of its scope is:

The West Lothian Single Outcome Agreement 2013-23 - The West Lothian Community Planning Partnership's Local Outcomes Improvement Plan (updated September 2016)
([https://www.westlothian.gov.uk/media/13834/West-Lothian-Single-Outcome-Agreement/pdf/West_Lothian_SOA_\(Updated_Sept_2016\).pdf](https://www.westlothian.gov.uk/media/13834/West-Lothian-Single-Outcome-Agreement/pdf/West_Lothian_SOA_(Updated_Sept_2016).pdf))

Other relevant documents include:

The West Lothian Community Justice Needs Assessment 2016-17

The West Lothian Reducing Re-offending Strategic Plan 2013-18 (Refreshed 2017)

3 Background: The development of Community Justice principles in Scotland

For the benefit of readers who may not have been previously engaged in this process, we explain why these changes are being made.

Reports by Audit Scotland (September 2011) and the Commission on Women Offenders (April 2012) both suggested that systems in Scotland for delivering justice services in the community were overly complex. The Scottish Government started working with a wide range of justice partners to find effective alternatives, with three significant phases of consultation: on the original set of alternative proposals; on a model combining the most worthwhile aspects of each; and on proposed legislation.

West Lothian's views were represented at each stage of the consultation, and the eventual outcome of that process was broadly in line with the options supported in West Lothian submissions.

In summary, the model now being implemented involves Community Planning Partnerships (CPPs) taking on responsibility for local planning, management and delivery of a range of services focusing on reducing re-offending and creating safer communities, with a central organisation (Community Justice Scotland) that offers national leadership and co-ordination, development and roll-out of best practice, and provides the interface with the Scottish Government.

The National Strategy for Community Justice (2016) (<http://www.gov.scot/Resource/0051/00510489.pdf>) explains in considerable detail the approach that is being adopted.

More detailed information is available on the SG website on the *Future Model for Community Justice in Scotland* at: <http://www.gov.scot/Topics/Justice/policies/reducing-reoffending/community-justice>.

Additionally, this document, 'Future Model for Community Justice in Scotland: Response to Consultation' (<http://www.scotland.gov.uk/Resource/0046/00466082.pdf>) lays out the philosophical background to the proposed changes. A Frequently-Asked Questions document is also available at: <http://www.gov.scot/Resource/0048/00486213.pdf>

4 Definition of Community Justice

The definition of Community Justice is given both in legislation and in the policy statements made by the Scottish Governments and its officers.

Legislative basis:

Community Justice is defined primarily in terms of local delivery of services to people aged 16 or over who, in summary, are subject to bail conditions, community disposals or post-

release control requirements, by:

- managing and supporting such persons with a view to them not offending in future or, if that is not realistic, reducing future offending by them,
- arranging relevant general services in ways which facilitate such persons falling accessing and using them,
- preparing persons who have been convicted of offences and sentenced to imprisonment or detention in penal institutions for release,
- facilitating the provision of relevant general services that these persons mentioned in paragraph (d) are likely to need immediately following their release.

The definition of “supporting” includes:

- advising and guiding
- providing services designed to eliminate or reduce future offending:
 - opportunities to participate in activities
 - emotional and practical support
- helping people to access both the specific help noted above and also relevant general services.

The Act explains the individuals who may be considered as falling within Community Justice arrangements, defining a range of situations that apply, including:

- conviction for an offence
- the making, in respect of an offence, of a relevant finding
- being given an alternative to prosecution in respect of an offence

Community Justice arrangements apply wherever in the world the offence occurs, and if the person is the subject of a recognised EU supervision measure. They also apply to young persons aged 16 or 17 who are subject to a compulsory supervision order made by virtue of any of the grounds mentioned in section 67(2)(j) of the Children’s Hearings (Scotland) Act 2011.

In essence, the legal definition is of a wide-ranging set of community-based measures for people who commit offences.

A wider definition of Community Justice:

In the National Strategy for Community Justice (2016) (<http://www.gov.scot/Resource/0051/00510489.pdf>), Michael Matheson MSP, the Cabinet Secretary for Justice, offers a wider-ranging definition of Community Justice.

“The justice system of a modern and progressive country – a country committed to tackling inequalities – is one which supports those who end up in our justice system to turn their

behaviours around and become contributors to an inclusive and respectful society.

“We know that the people who live in the most deprived parts of our society are more likely to have experienced challenges at school; mental ill health; alcohol or drug addiction; unemployment; or homelessness. It is little surprise therefore, that people who are the victims of crime and those who offend and their families are drawn disproportionately from these areas.

“That is why the National Strategy for Community Justice is founded on adopting a preventative approach: an approach to not only reduce crime and the number of future victims of crime, but to help to create a more just, equitable, and inclusive society where people’s life chances are improved and our public resources are made best use of. This strategy sets out an ambitious vision where people are rightly held to account for their offending, but are supported to be active and responsible contributors to their community.

“Taking a holistic approach can help people to make positive changes in their lives, and help tackle the underlying causes of their offending. This strategy encourages community justice partners to provide tailored wrap-around services which work with people as individuals, and which recognise their strengths, needs and aspirations. The evidence is clear that better access to welfare, housing and health services, wellbeing and employability assistance can reduce or even prevent offending from occurring in the first place. This strategy sets out the role that partners have in improving access to these and other services.”

5 The Scottish Government's Vision for Community Justice

Scotland is a safer, fairer and more inclusive nation 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.

Mission Statement

We will achieve this vision by effectively implementing the Scottish Government's plans for penal policy to deliver a decisive shift in the balance between community and custodial sentences by:

- increasing the use of community-based interventions; and
- reducing the use of short term custodial sentences;
- Improve the reintegration from custody to community.

The new model for community justice, with its focus on strong partnership working to ensure effective intervention from the point of arrest onwards, provides the delivery framework for achieving both this mission and the wider vision.

Priorities

Extensive consultation with stakeholders has made clear that the Scottish Government's vision and mission will be delivered by prioritising action in the following areas:

- Improved Community Understanding and Participation.
- Strategic Planning and Partnership Working.
- Effective Use of Evidence-Based Interventions.
- Equal access to Services.

Principles

Our vision for community justice is underpinned by the following principles:

- People must be held to account for their offences, in a way that recognises the impact on victims of crime and is mindful of risks to the public, while being proportionate and effective in preventing and reducing further offending.
- Re-integrating those who have committed offences into the community, and helping them to realise their potential, will create a safer and fairer society for all.
- Every intervention should maximise opportunities for preventing and reducing offending as early as possible, before problems escalate.
- Community justice outcomes cannot be improved by one stakeholder alone. We must work in partnership to address these complex issues.
- Informed communities who participate in community justice will lead to more effective services and policies with greater legitimacy.
- High quality, person-centred and collaborative services should be available to address the needs of those who have committed offences, their families, and victims of crime.

6 Definitions, roles and responsibilities in the delivering of Community Justice **(from The National Strategy for Community Justice 2016)**

By Community Justice we mean: "the collection of individuals, agencies and services that work together to support, manage and supervise people who have committed offences, from the point of arrest, through prosecution, community disposal or custody and alternatives to these, until they are reintegrated into the community. Local communities and the third sector are a vital part of this process which aims to prevent and reduce further offending and the harm that it causes, to promote desistance, social inclusion, and citizenship."

The new model for Community Justice, underpinned by the Community Justice (Scotland) Act 2016, has transformed the community justice landscape to bring a local perspective to community justice. The new model places planning at the local level where decisions can be made by people who know their area best. A legal duty is placed on statutory Community Justice Partners to engage in this planning process and report annually on their progress towards improving community justice outcomes.

Partnership working is crucial to improving community justice outcomes and community planning partnerships have an important role to play in facilitating this. In addition to the statutory partners, this requires the input of a diverse range of individuals and organisations covering a wide-range of interests, including housing, employability, and health and wellbeing. The diagram below shows just some of the diverse range of partners and stakeholders who have a role to play in community justice.

The third sector plays an important role in improving community justice outcomes. They are a source of innovation, responsiveness and flexibility, and can provide a meaningful connection to otherwise hard-to-reach service users and communities. The most effective way to improve outcomes for people and communities is by joined up working with the Third Sector at the planning stage.

Community is at the heart of the new model. Whether challenging stigma, employing people with convictions, or participating in community justice planning - improving community justice outcomes will require the involvement and support of local people and businesses. It is vital that this includes victims of crime, people who have committed offences, families, and the community bodies that represent them.

The national strategy for community justice will help this broad range of stakeholders to work together. There is a statutory duty on partners to have regard to this strategy which provides a shared vision to help partners and communities work together effectively to improve community justice outcomes, while retaining the flexibility to adapt to local needs and circumstances.

Continuous improvement will provide the new model with the flexibility to respond to new issues as they arise. An outcomes, performance and improvement framework has been developed alongside the strategy and will provide partners with opportunities to record and share achievements while identifying learning and innovation to drive improvement, with the assistance of Community Justice Scotland.

A collaborative approach has been used to develop this strategy, and the broad range of members on the steering group helped us to capitalise on a wide range of expertise. We face complex and long-standing challenges but we look forward to new opportunities to address these issues together.

7 Who are Statutory Partners for community justice?

Statutory Partners are outlined in the Community Justice (Scotland) Act (2016):

- Police Scotland
- Health Boards
- Integrated Joint Boards for Health & Social Care
- Local Authorities
- Scottish Prison Service
- Scottish Courts and Tribunals Service
- Crown Office & Procurator Fiscal Service
- Scottish Fire & Rescue Service
- Skills Development Scotland

8 The partnership approach in West Lothian

West Lothian has had a strong partnership approach to the delivery of justice services, which in part predated the publication in 2012 of our first Reducing Re-offending Strategic Plan. The original report was substantially re-written in 2013, providing a five-year vision of improvement, and that report has recently been refreshed and re-issued to incorporate the concepts underpinning Community Justice, and reflect on what we have achieved to date.

Partnership in West Lothian was previously focused on the Reducing Re-offending agenda, with a committee and sub-committee structure that ensured that all partners with a significant role in that agenda were represented. The Reducing Re-offending structure reported through West Lothian Council's Social Policy committee framework.

The new framework for engaging with justice partners offers challenges for West Lothian, particularly for partners who were not in the past specifically involved in the reducing re-offending agenda. However, it also offers opportunities for sharing knowledge and learning together about how we can best approach the challenge of creating significant and continuous improvement in our communities. We consider that our local shared good practice at all levels in terms of strategic, tactical and operational planning will continue to be a strength for us.

West Lothian CPP has 15 partners:

- West Lothian Council
- NHS Lothian
- Police Scotland
- Scottish Fire and Rescue Service
- Voluntary Sector Gateway West Lothian
- West Lothian College
- Scotland's Rural College
- West Lothian Chamber of Commerce

- Scottish Water
- Association of Community Councils
- JobCentre Plus
- Skills Development Scotland (SDS)
- West Lothian Leisure
- West Lothian Youth Congress
- SEStran

It will be apparent that there are varying degrees of responsibility within this wider group for the delivery of the Community Justice agenda. Additionally, there are various statutory Community Justice partners that are not members of the CPP: the Scottish Courts and Tribunals Service (SCTS); and the Crown Office and Procurator Fiscal Service (COPFS); the Scottish Prison Service (SPS); and Sodexo Justice Services (who manage HMP Addiewell)..

The West Lothian Safer Communities Strategic Planning Group (SCSPG) provides the strategic oversight of services focusing specifically on reduction of offending. SCTS and COPFS are therefore appropriately members of that group, as are SPS and Sodexo Justice Services. The latter also has a strong and significant presence within the West Lothian Reducing Re-offending Sub-committee, based on close co-operative working with community-based agencies since the prison opened in 2008.

However, the West Lothian structure for the governance of Community justice will include all partners that have a significant role in delivering justice outcomes. The structure chart below emphasises the significance for West Lothian of creating safer communities.



The sub-committee structure is still being refined at the point of preparation of this report. Not all Third Sector Partners are directly represented and some partners are still considering the best way for them to deliver consistent representation and full participation. Our progress in achieving this will be reviewed in future annual reports.

It will be apparent that not all work relating to the creation of safer communities is

represented within this governance chart. Two of our key strands of activity (High Risk Offenders and Violence against Women) are now managed within the Public Protection framework, shown below. The separation of these two services for governance purposes does not inhibit in any way the existing high-quality working relationships that are required to ensure effective practice.

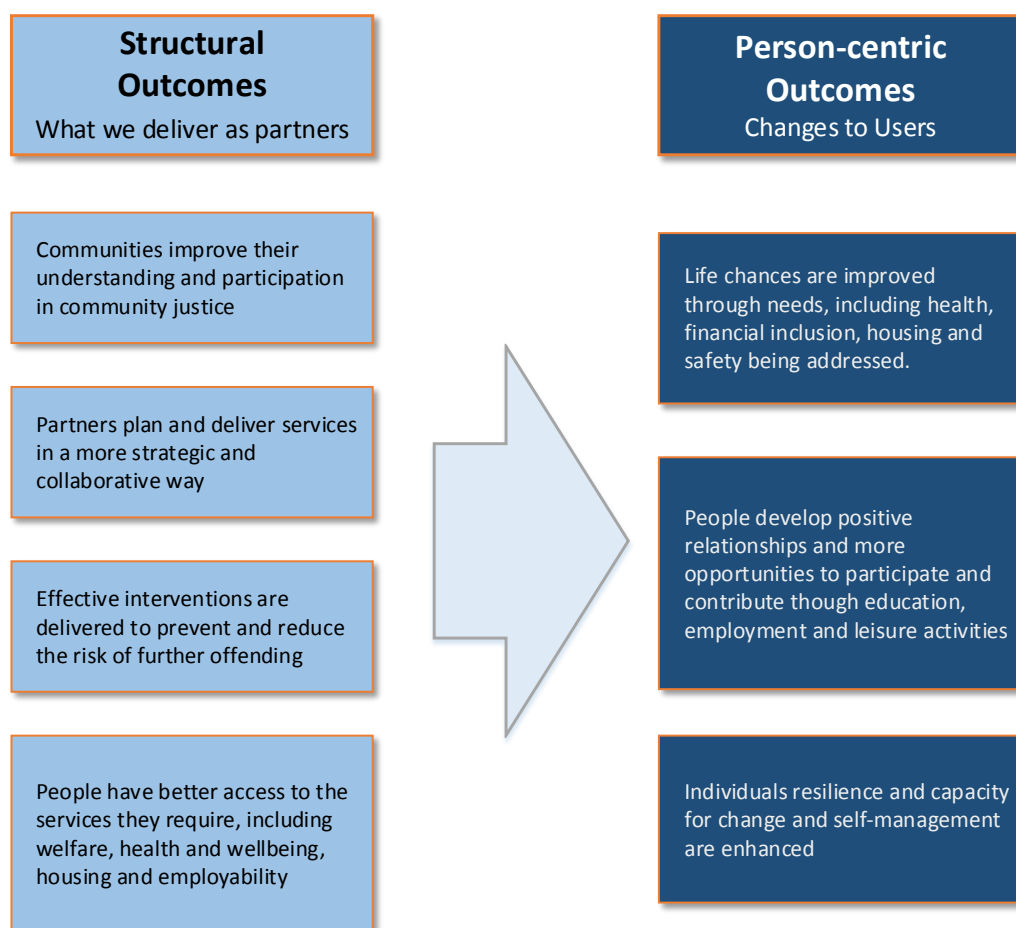


It has been agreed that the Chief Officers' group will report on a regular basis to the CPP, with a particular focus on areas where joint strategic approaches are required. We plan that there will be overlaps in membership of the two strands of governance, and that thematic working groups covering shared areas of interest will provide a constructive response to this approach.

9 What are we attempting to do? The Outcomes Framework.

The Community Justice Outcomes Improvement Framework (<http://www.gov.scot/Publications/2016/11/3701/3>) identifies a set of common outcomes that will be used across Scotland. They are in two categories. Structural outcomes define what we deliver in local and national partnerships, while Person-centric Outcomes focus on the changes experienced by users of these services.

This supports an intended national move away from traditional performance measurement to a concerted approach to assessing meaningfully the impact of changes across a range of services. This of course will require some reconsideration of not only what data we use, but of how it is collected. Local experience, which appears to be mirrored across Scotland, is that existing data is not as robust as it could or should be. Issues of consistency of record keeping, recording in formats that can be analysed, and ensuring the matching of data sets will be addressed locally where possible. However, many of the systems in question are used across Scotland, and we look forward to dialogue between Community Justice Scotland and national organisations and systems providers about these issues and their possible resolution.



10 West Lothian's Community Justice Needs

The West Lothian Community Justice Needs Assessment gives an overview of West Lothian, both in terms of its demography and the various factors that create challenges and opportunities for its residents. While this is expected in any event to be a dynamically evolving document, agreement has been reached that West Lothian will commission an externally-conducted Strategic Needs Assessment, to be carried out in the first half of 2017-18. This is intended to provide a strong base-line for future needs analyses, and we would hope that this will also encourage partners to start to consider the data issues noted in section 9 of this Plan.

West Lothian in summary

Population and demography

The 2015 population estimate for West Lothian is 178,550, accounting for 3.3% of the total population of Scotland, and making it Scotland's ninth largest local authority by population.

West Lothian's continued population growth is now particularly driven by the 'natural change' rate (more births than deaths), creating a younger population. In the period 2001 – 2011, West Lothian had the highest 'natural change' rate (+4.1%) of any local authority in Scotland, 2.4 times higher than the next highest council. 18 of Scotland's 32 authorities had

a negative rate.

The council's biggest community, Livingston, established as a 'New Town' over 50 years ago, now has an estimated population of approximately 60,000, and is the administrative, economic, manufacturing, retail and cultural centre of West Lothian. The average distance from West Lothian communities to Livingston is less than 7 miles, making centrally-based services more accessible than for most local authorities. Nevertheless, a focus on effective local delivery of services has changed traditional patterns of delivery. Local Partnership Centres are being developed in bigger communities across West Lothian; there are three now open, with six more being planned and developed. Each offers access to a range of services delivered by local authority, health services and third sector bodies. Additionally, a number of services are located together within West Lothian Civic Centre.

There are inequalities within West Lothian: life expectancy for women ranges from 87 in Linlithgow to 76.6 years in Dedridge, Livingston; life expectancy for men ranges from 82.6 in Linlithgow to 74.9 years in Breich. These figures reflect wider socio-economic differences.

Data from the Scottish Index of Multiple Deprivation shows that the most deprived areas of West Lothian have remained broadly constant. This data is of course about relative deprivation and does not reflect the considerable developments that have taken place within these communities, or the continuing emphasis on local planning focusing on reducing levels of deprivation.

The smaller the West Lothian community, the less likely it is to have substantial local employment opportunities, and the more likely it is to supply the workforce for other communities. The improvement of transport links between West Lothian and neighbouring areas, both to Edinburgh and Fife, and to west central Scotland is ongoing. Infrastructure projects, such as ongoing rail electrification and upgrading of the A8 to motorway standard, make the area attractive to new residents, and private housing developments have opened up small communities which were traditionally quite inward-looking.

The average gross salary for West Lothian residents is slightly above the Scottish average, but is below that for Great Britain. However, the 'pay gap' between West Lothian and Scotland has narrowed in the last five years.

However, the average gross annual salary for jobs located in West Lothian is slightly below both Great Britain and Scotland. This is due to the strong presence of some relatively low paying sectors, and commuting costs have an impact on those who travel to work outside the council area.

West Lothian was at one time a broadly self-contained economy, but has had a typical industrial history for mid-Central Scotland, with almost all traditional industries now being defunct. This has resulted in a need for substantial regeneration within a number of older West Lothian communities, a process that has been ongoing for several decades, with local workers having the choice of either moving into other local employment sectors, including retail, warehousing and office-based work, with a wide range of smaller businesses, or of

travelling outwith West Lothian – almost 40% of workers will commute to neighbouring areas, or further afield.

What we know about our people and our communities

With only one large centre of population, and a number of relatively small towns and even smaller small village communities, West Lothian shares the challenges of a number of Scottish CPPs in delivering services equitably and effectively.

Deprivation Across West Lothian, we see that material poverty continues as a significant issue for many households and communities. West Lothian, like many other parts of Scotland, experienced the impact of the banking crisis, the ‘credit crunch’ and the subsequent recession – with substantial job losses and a rise in local levels of unemployment. Although the headline unemployment level has fallen since 2013, there are still underlying issues of poverty and deprivation – with a core of individuals and households experiencing extreme hardship and wider groups experiencing financial difficulties and challenges. Low pay as well as unemployment is a key factor.

Housing and accommodation remains an issue; although West Lothian has the best record in Scotland for new-builds of social housing, there continues to be a considerable demand for social and affordable housing, with over 8,500 names on the Common Housing Register used by the Council and Housing Associations. At the same time, West Lothian has a greater reliance on privately-let accommodation than most parts of Scotland, with such housing provision accounting for 20% of accommodation in 2015 (Scotland: 14%).

Health data sources appear to show nothing that is unique to West Lothian. It is estimated that 35% of households in West Lothian have someone with a longstanding illness, health problem or disability, and 16% of households have someone who provides regular unpaid help or care to others. It is clear that as the population ages, more individuals in the area are going to be living in poorer health. Consequently, there will be higher demand on health and social care services.

Educational attainment and access to employment services. Broadly speaking, education data mirrors patterns seen in SIMD data, with schools in the least deprived areas showing markedly higher attainment than those in the less successful areas. West Lothian has a robust set of employability services working in partnership to address the challenges posed by those with poorer levels of attainment.

Substance misuse is an issue in West Lothian, although showing somewhat different patterns of behaviour from Scotland’s cities. Services locally are co-ordinated by the West Lothian Alcohol and Drugs Partnership (WLADP), and are delivered in partnership. All the main addiction partners are located in West Lothian Civic Centre, and work closely to allocate work, together with Third Sector providers. Proposed developments in this area of work are considered within the Outcomes section of this Plan.

Offending – the West Lothian response. There is less publicly-available data than would be helpful in terms of fully understanding West Lothian’s patterns of crime and detection, but

Scottish Government “Recorded Crime in Scotland” data for 2015-16 suggests that West Lothian is performing below the Scottish average in terms of crime clear-up rates.

In terms of community-based responses to offending, a range of partners are delivering a number of effective interventions, some focusing on reducing risk of people becoming involved in offending, others focusing on changing behaviour, on reducing risk-factors for individuals who have offended, and on providing alternative ways of dealing with issues – reducing the need for prosecution, pre-sentence remand, or imprisonment. These are explained in full in the Outcomes section of this Plan.

Community Engagement is a key-stone of the Community Justice Strategy, and we have carried out survey activities that have helped us frame this Outcomes Improvement Plan. This is discussed in full in the Community Justice Needs Assessment.

11 How the plan will address the needs of victims, witnesses, their families and children

The needs and concerns of victims, witnesses and others are significant, to some extent overlapping with the needs of communities. A shared desire to feel safe and protected, combined with concern that perpetrators of offences and antisocial behaviour should desist from such activities, all lead to the position that victims should have a role in driving this improvement agenda. Victim Support West Lothian is a partner in the Safer Communities Strategic Planning Group, and will take an active role in ensuring that future planning and implementation of services each address such needs.

We would also acknowledge that there may be considerable overlap between the label of victim and the label of a person who offends; this is particularly, but not uniquely, seen in the context of the work of West Lothian’s Domestic and Sexual Assault Team, which offers a holistic response to such needs.

12 Participation statement

West Lothian Community Planning partners recognise that the agenda for Community Justice implementation is both complex and demanding. They and their work-forces will continue to improve their understanding of the full implications for themselves, for their service users and for the wider community, as part of a process of continuous development.

Partners are encouraged to develop the role of Community Justice ambassador in each organisation – a person or (in the case of larger and more diverse organisations) persons with a lead responsibility for the roll-out of Community Justice thinking and practice development within partner organisations or within sections of the organisation. Such ambassadors should have sufficient strategic and operational authority to drive this agenda.

All partners are expected to consider their organisational learning needs, and to communicate these, and information about their plans for addressing these learning needs, to the Community Justice lead officer within the CPP. All possible help will be given to develop a work-force which can demonstrate, in its day-to-day interactions with service

users and our communities, an understanding of the shared responsibility held by all partners to make our communities safer and to reduce crime and the effects of crime.

Each organisation will devote its own knowledge, time and resources to this activity, and will be required to report annually on this alongside other aspects of their development of Community Justice philosophy and practice. Each partner will be expected to incorporate this area of learning into its own training and development programme for new and existing staff.

Justice partners understand the importance of demonstrating cause and effect of our actions, and will work together in the planning of new initiatives to ensure that we fully understand the impact of changes within individual organisations on our ability to improve our outcomes. Similarly, we will attempt to address the challenges of disconnected data systems, while acknowledging that this will also be a national focus of concern.

Leverage of resources will be a key component of our approach, and we will over the first half of 2017-18 bring together partners to consider detailed ways in which we can inter-relate our activities - sharing skills, knowledge, resources, facilities and, where possible, budgets, to support each other in our jointly-planned activities.

Partners use a range of consultation techniques, and we will consider ways to use these to provide an appropriate level of triangulation of our results. Partners will jointly conduct an annual consultation specifically focusing on Community Justice, and will broaden the range and number of respondents.

A full list of partners who co-operated in the preparation of this report will be submitted in due course to the Scottish Government as required by section 21(3) of the Community Justice (Scotland) Act 2016.

13 How we have developed this plan.

This plan derives from:

- Previous planning carried out among what are now termed Community Justice Partners in West Lothian over the period of six years since we developed our concept of Reducing Re-offending partnership work
- Adaptations to previous structures of governance to make them suitable for the extended agenda and vision of Community Justice.
- Discussion within our new governance structure has highlighted some of the issues that are discussed in the Outcomes Action plan contained within this document. Many of the issues raised here feature in existing planning.
- National strategic planning, including the development of National Outcomes. Of these the most significant are:
 - Outcome 8 – We have improved the life chances for people at risk
 - Outcome 9 – We live our lives free from crime, disorder and danger

- Outcome 13 – we take pride in a strong, fair and inclusive society

Of the outcomes discussed in West Lothian's Single Outcome Agreement, the following are the most significant:

- We live in resilient, cohesive and safe communities
- People most at risk are protected and supported to achieve improved life chances

Additionally, we should note the relevance within the preventative agenda of the following outcomes, each of which should contribute towards and benefit from achieving the key outcomes above.

- Our children have the best start in life and are ready to succeed
- We live longer, healthier lives and have reduced health inequalities
- We are better educated and have access to increased and better quality learning and employment opportunities

In this report we consider that all the Common Indicators are significant. The Action Plan that we outline, although ambitious, should ensure that we do address them all. Although it is highly probable that we will not complete every task for each point within the proposed timescales, we would hope and expect to have made discernible progress on each one.

In the plan, we have set some short-term targets; however a number of activities will be ongoing, and we have indicated these as appropriate. All activities, whether shorter- or longer-term, will be reviewed, and we will agree the governance of each of these as we complete the process of coalescing structures and roles in the first three months of this plan.

A range of current strategies and plans that are being implemented by Community Justice Partners already address these issues, and we will, as those plans become due for review or refreshing, focus on aligning them more closely to the Community Justice agenda.

We would acknowledge that we are at an early stage in our intensive partnership working on the Community Justice agenda. All partners continue to have learning needs, and in our first full year of working together, we hope that we will develop a closer shared understanding of the route ahead.

14 Governance of the West Lothian Community Justice Outcomes Improvement Plan

Within West Lothian, the governance of the Community Justice process, and control of this plan, will rest with the Safer Communities Strategic Planning Group (see Section 8). This approach is consistent with that adopted in other areas of shared service delivery in West Lothian.

While the core Community Justice Partners are all participant within the Safer Communities Strategic Planning Group and its sub-committees, we will ensure, by the extension of the use of Community Justice ‘ambassadors’ across all partner organisations (see Section 11 and 2.3 in the Outcome Action Plan), that we are able to have a free flow of information and ideas between all CPP partners. We will, through our community engagement strategies, aim to have a similar level of openness to our communities – whether they are geographical, communities of interest or communities of need.

Developing effective communication, that reaches every individual with a professional or personal interest in this agenda, is not an easy thing to do. We would hope to be able to report in a year’s time on success in increasing the number of agencies, organisations and individuals who understand fully and in depth what we plan to achieve, and what role they can and should play in this.

15 Equality Impact Assessment

To comply with the terms of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, S.5 (Duty to assess and review policies and practices), we have conducted an Equality Impact Assessment, using West Lothian Council’s framework for this activity.

We acknowledge that the shared ownership of this Plan means that individual activities carried out by Community Planning partners in support of the Plan’s objectives and the achievement of Outcomes should always be the subject of an Equality Impact Assessment (EQIA) carried out by that partner. In the case of activities carried out in partnership, a decision will need to be reached on the partner most appropriately placed to lead on the EQIA. In such a case, participating partners will agree the terms of the EQIA, will incorporate it into their own planning systems, and will manage it alongside their own EQIAs.

In respect of the EQIA on the West Lothian Community Justice Outcomes Improvement Plan, it is considered that there are no implications in terms of the General Duties to:

- Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct
- Advance equality of opportunity between those who share a protected characteristic and those who do not; and
- Foster good relations between those who share a protected characteristic and those who do not

The EQIA process concludes:

‘This Plan is largely based on a range of strategic documents prepared by a wide range of partners within the Community Planning Partnership (CPP) and its committee structure, all of which have, in varying degrees, a role in the delivery of Community Justice arrangements in West Lothian. There are fifteen core CPP partners, each of which has responsibility for its own areas of service delivery and therefore has the responsibility for conducting EIAs on its

own activities.

‘This first edition of the plan, which will be reviewed and developed annually, covers:

- the process of setting up appropriate governance
- identifying shared objectives
- reconciling and aligning existing practice and methods of working
- continuing to deliver a wide range of pre-existing activities
- developing processes for inter-partner leverage of resources
- ensuring that all partners have work-forces that understand their own roles and the roles of their partners.

‘The plan does not contain specific adjusted or new initiatives that change the level of impact on groups with equality protected characteristics.’

It is extremely probable that activities will be identified during the course of the first year of full partnership working that will need to be evaluated by the EIA process.

16. Outcomes and Actions

Note:

Where possible, we have ascribed lead officer responsibilities to each action supporting an action. However, further detailed discussion is required among partners on the best-placed person to lead on certain actions, and those actions are shown as TBC (to be confirmed)

Structural Outcomes – What we deliver as partners

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
Outcome 1. Communities improve their understanding and participation in community justice. Relevant potential Indicators: <ul style="list-style-type: none"> • Number of monthly social media posts relating to Community Justice services • Number of social media 'Likes' regarding Community Payback posts • Number of referrals from the community for assistance from Community Payback Unpaid Work team • Satisfaction levels for Community Payback Unpaid Work carried out. • Percentage of Citizens' Panel responses indicating confidence in Community Justice services. • Percentage of Citizens' Panel responses indicating awareness of Unpaid Work activity. • Perceptions of improvement in local crime rate 				
1.1 Development of Community Justice Communication	<ul style="list-style-type: none"> • use of each Community Justice partner's website to increase the profile of Community Justice and to give a shared and consistent message. • development of interactive use of social media. • develop effective relationships with local media to promote activities and initiatives. 	December 2017	Community Justice lead	All Community Justice partners, and their media teams

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
Plan:	<ul style="list-style-type: none"> consider other opportunities for publicity, including incorporating Community Justice concepts in any community engagement activities. deliver community engagement as a shared activity including Community Justice partners. 		CPP and Community Regeneration teams	
1.2 Review West Lothian Unpaid Work Strategy	<ul style="list-style-type: none"> further development of on-line Unpaid Work (UW) request system. development of system to collate employability and skills data on persons carrying out UW, to allow us to: <ul style="list-style-type: none"> review the scope of projects and individual work placements that could be undertaken. assess more accurately how UW could contribute to increasing each individual's employability. consider the distribution of UW activity in West Lothian, and review options for focusing more resources into areas of: <ul style="list-style-type: none"> greatest deprivation. with highest levels of antisocial behaviour. develop co-ownership approach to delivery of UW, including: joint projects involving Unpaid Work and other community groups, and Community Justice partners offering placement opportunities. review and relaunch the beneficiaries' customer satisfaction survey. 	December 2017	CPO Unpaid Work Manager	Criminal & Youth Justice service UW team, all Community Justice partners.
1.3 Reducing barriers to employment caused by convictions	<ul style="list-style-type: none"> Improve knowledge of all staff working with people with convictions about what is possible in terms of Rehabilitation of Offenders legislation. Increasing confidence among our service users, and enhancing their ability to apply effectively for education, training or employment. Promotion of inclusive employment practices among employers. 	March 2018	SDS	All Community Justice partners: SDS, Economic Development, West Lothian Chamber of Commerce.
1.4 Finding out the views of our communities	<ul style="list-style-type: none"> Effective and co-ordinated use of surveys generated by various Community Justice partners to provide additional benefit from triangulation of results. Develop techniques for recording attitudinal change resulting from different models of publicising our activity and results. 	March 2018	TBC	All Community Justice partners

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
Outcome 2. Partners plan and deliver services in a more strategic and collaborative way Relevant potential Indicators: <ul style="list-style-type: none"> • % of Community Justice workforce which has been given and uses cross-disciplinary training • Number of current initiatives that demonstrably benefit from resource leverage • Number of Unpaid Work placements offered by Community Justice partners • % changes of survey respondents who are aware of joint planning and service delivery by Community Justice partners 				
2.1 Information-sharing protocols	<ul style="list-style-type: none"> • Review and develop existing protocols, to enhance the sharing of information. 	December 2017	TBC	All CPP partners
2.2 Data enhancement	<ul style="list-style-type: none"> • Work between West Lothian partners, and with Community Justice Scotland and the Scottish Government, to allow us to jointly and meaningfully analyse data about shared concerns. 	December 2017	TBC	All CPP partners
2.3. Shared training and development needs	<ul style="list-style-type: none"> • All partners should carry out an audit of the training needs for their organisation, to ensure that members of their workforce: <ul style="list-style-type: none"> ○ Have an appropriate level of knowledge of the Community Justice agenda to understand their responsibilities. ○ Can act as ambassadors for the shared responsibilities of all CPP partners. • This audit should inform a CPP Community Justice training needs profile and plan, which will offer opportunities for learning from other organisations about their roles. • Partners will be expected to provide input to the learning of other organisations. • Partners will be initially offered support in raising staff awareness, if required, but will in the longer term be expected to incorporate this into their own induction and training processes. 	September 2017	Leads within each CPP Justice Partner organisation	All CPP partners
2.4 Improving the Customer Journey	<ul style="list-style-type: none"> • All partners should consider areas of overlap in the services that they provide, and which of these could be rationalised. • Sources of information will include: <ul style="list-style-type: none"> ○ Data held about other services concurrently offered by partners. ○ Evidence from workers about areas of duplication. 	December 2017	Leads within each CPP Justice Partner	All CPP justice partners

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
	<ul style="list-style-type: none"> ○ 'Customer Satisfaction' Survey results and other sources of customer information. • Partners will report on findings, and Customer Journey findings will help inform the West Lothian Resource Leverage Strategy (see 2.5). 		organisation Transition Lead	
2.5 Develop a West Lothian Resource Leverage Strategy	<ul style="list-style-type: none"> • We will convene a Resource Leverage meeting for strategic managers within the Community Justice partnership. • We will develop a Resource Leverage Directory, defining the range of resources of all kinds that are locally and nationally available, and also the areas that would specifically benefit from this approach. • Workers in all Community Justice partners will have access to this resource and will be expected to consider how it can assist them in delivering interventions. 	September 2017	Transition lead manager Transition Lead	All CPP justice partners
2.6 Commission an externally-conducted Community Justice Strategic Needs Assessment	<ul style="list-style-type: none"> • Being aware of the previous benefits of this process in Health and Social Care, we are commissioning such a process for Community Justice. • Funding has been confirmed for this process to take place in the first half of 2017-18; scoping and commissioning processes are nearing completion. • Relevant CPP justice partners will be included in this process. 	November 2017	Transition lead manager	All CPP justice partners
2.7 Develop new Community Justice Strategy for 2018-22	<ul style="list-style-type: none"> • We have refreshed the existing West Lothian Reducing Re-offending Plan 2013-18 to incorporate and place in context the implementation of Community Justice arrangements. • The Community Justice Strategy for 2018-22 will build on the additional learning from our Community Justice Strategic Needs Assessment (see 2.6). 	December 2017	Transition Lead	All CPP justice partners
2.8 Production of Community Justice Commissioning Plan	<ul style="list-style-type: none"> • This plan will be produced in parallel with the Resource Leverage Strategy (see 2.5). • It will define ways in which we commission services, and will also identify those areas where such an approach is likely to enhance outcomes. 	October 2017	Transition Lead	All CPP justice partners
2.9 Undertake full	<ul style="list-style-type: none"> • We will use the Care Inspectorate Guide to self-evaluation. 	March 2018	Transition	All CPP justice partners

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
Community Justice Self-evaluation	<ul style="list-style-type: none"> We will also take into account other approaches used by partners in West Lothian to see if there is additional value to be gained. 		lead manager	
Outcome 3. People have better access to the services they require, including welfare, health and wellbeing, housing and employability. Relevant potential Indicators: <ul style="list-style-type: none"> % of persons subject to a Community Payback order with sustainable and appropriate accommodation % of persons subject to community-based supervision who have an identified GP % of relevant persons subject to community-based supervision who have had a benefits check % of West Lothian prisoners in HMP Addiewell who access support promptly % of West Lothian prisoners in HMP Addiewell who have a release address % of West Lothian prisoners in HMP Addiewell who have an identified GP on release % of Survey results where service users across the Community Justice partnership consider the accessibility of services to be good or excellent 				
3.1 Development of a Shared Core Needs Assessment	<ul style="list-style-type: none"> As an outcome from the review and development of Information-sharing protocols (see 2.1), we will develop a Shared Core Needs Assessment for Community Justice. This should be used for all persons being assessed for services that are related to offending (including all criminogenic need). The assessment will note needs/problem areas, past responses to support, current involvement by each Community Justice partner, and proposed areas for future work. The Shared Core Needs Assessment, once prepared, should be made available to each involved agency, and will be updated and re-shared by the lead organisation when significant changes occur. Where needs that are identified that are not currently being addressed, these should be highlighted, and, with the agreement of the service user, passed to the most appropriate justice partner. 	March 2018	Leads within relevant Justice Partner organisations.	Relevant Justice Partner organisations

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
	<ul style="list-style-type: none"> We will collect this data in a way that allows it to be analysed across participating agencies to ensure that we can also gain a clear understanding of patterns of need across our communities. 			
3.2 Improving the Customer Journey (also see 2.4)	<ul style="list-style-type: none"> We acknowledge that if the Customer Journey is simpler and effectively minimises areas of duplication, the customer is more likely to make the most of the opportunities offered. Workers in all partner organisations need to share information appropriately to help inform decisions about ways in which individual customer journey can be simplified. Customer Journey Improvement principles should be applied to all new initiatives. 	December 2017	Operational managers within each CPP Justice Partner organisation	All CPP justice partners
3.3 Access to and co-ordination of community substance misuse services	<ul style="list-style-type: none"> We will continue to provide these services at venues across West Lothian. Services within the West Lothian Alcohol and Drug Partnership will work closely together in terms of delivering interventions and support, and will continue with existing shared work-allocation processes. 	March 2018 (ongoing)	Operational managers, substance abuse services	All CPP health and addictions partners
3.4 Access to substance misuse services for prisoners nearing release	<ul style="list-style-type: none"> We will ensure continuity of care for West Lothian prisoners nearing release, by effective referral processes to community resources. We will continue to make contact with short-term prisoners as part of our Voluntary Throughcare provision; we will assess their substance misuse issues and help them access community-based services as required. 	March 2018 (ongoing)	Operational managers, substance abuse services	All CPP health and addictions partners
3.5. Access to health services	<ul style="list-style-type: none"> We will jointly work to ensure that all prisoners released from HMP Addiewell have a GP at the point of release. Where prisoners have prescribed medication, we will ensure that they continue to receive this throughout their transition to the community. We will ensure that all people subject to statutory supervision in the community have a GP. These needs will be considered as part of the Shared Core Needs Assessment (See 3.1) We will encourage healthy life-styles, and will signpost users of our services towards support agencies. 	March 2018 (ongoing)	Operational managers, HMP Addiewell, and substance abuse services	All CPP justice partners

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
3.6 Housing and accommodation	<ul style="list-style-type: none"> We will identify at the earliest possible stage, for every person we work with, accommodation vulnerability, and will plan to minimise the risks that this poses to successful interventions. We will continue to support the role of the Housings Options Worker, located within HMP Addiewell (jointly funded by West Lothian and North and South Lanarkshire Councils), to enable early interventions with prisoners who are at risk of homelessness. We will continue to negotiate with the Scottish Prison Service about funding for accommodation for pre-release home leave on a per night basis. This is to avoid interference with resettling and reintegration into the community. Acknowledging West Lothian's relatively high dependency on the private housing rental market, we will work with Third Sector Partners to consider ways to improve access to such accommodation for people with a history of offending, including tenancy support. 	March 2018 (ongoing)	Leads within relevant Justice Partner organisations.	All CPP justice partners
3.7 Effective use of assessment tools	<ul style="list-style-type: none"> We will continue to use the most up-to-date tools to assist in our assessment of needs and of risk. Where we are aware, or become aware, of risk, we will ensure that appropriate protocols are used to advise relevant organisations or individuals of that risk, and of their role in mitigating it. 	March 2018 (ongoing)	Operational leads – Criminal & Youth Justice Service, HMP Addiewell , MAPPA partners	All CPP justice partners
3.8 Employability and use of time	<p>Acknowledging that enhancing employability is a key component in helping many individuals make lasting change, we will:</p> <ul style="list-style-type: none"> Conduct an employability assessment on all persons who have offended and who are subject to a statutory order or licence. Where appropriate, ensure that referral to an employability agency is a key component of an individual supervision plan. Ensure a continuing dialogue between employability providers and services directly delivering justice outcomes: <ul style="list-style-type: none"> to provide mutual understanding of opportunities for helping service 	March 2018 (ongoing)	SDS	CPP Employability partners, other local employability services

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
	<ul style="list-style-type: none"> users develop. <ul style="list-style-type: none"> to consider ways in which justice services (particularly Unpaid Work) can support employability development. For both employed and unemployed persons, purposeful use of non-working time should also be considered; we will encourage service users to consider activities that: <ul style="list-style-type: none"> are conducive to avoiding offending behaviour. increase social integration for the service user and their family. enhance a sense of social responsibility and engagement. 			
3.9 Publicity about available services	<ul style="list-style-type: none"> We will work with West Lothian Voluntary Sector Gateway and other partners to produce a directory of all appropriate resources in West Lothian. This directory will be available on the Internet and will be regularly updated. 	March 2018 (ongoing)	TBC	All CPP partners

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

Relevant potential Indicators:

- Number of children/young people in secure or residential schools on offence grounds
- Percentage of young people under the age of 22 who were previously looked after who go on to receive a custodial sentence
- % of West Lothian offences where an alternative to Prosecution is used
- Number of Community Payback Orders with a Supervision Requirement
- Number of Community Payback Orders with an Unpaid Work Condition
- % of sexual offenders engaging with a Sexual Offending Programme
- % of persons subject to community-based supervision who engage with a Citizenship Programme
- % of persons subject to community-based supervision who successfully complete their Order or Licence
- % of West Lothian prisoners in HMP Addiewell who engage with Voluntary Throughcare services
- Percentage of offenders leaving prison making the transition to NHS Addictions Service who sustain recovery for up to 3 months
- % of initial Multi-Agency Public Protection Arrangement (MAPPA) Risk Management Plans in place within three days of notification of sentence or release from custody.
- % of MAPPA cases where the level of risk has decreased
- % of persons subject to community-based supervision whose survey responses indicate that they feel they have been helped with reducing their offending
- % of Criminal Justice Social Work reports resulting in a custodial sentence of less than 6 months
- % of Community-based Orders supervised by the Criminal and Youth Justice Service with a successful termination.

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
4.1. Youth Justice Development Plan 2016-2021	<ul style="list-style-type: none"> Progress the priorities outlined in the Youth Justice Development Plan 2016 – 2020, through the Youth Justice Sub- committee of the Safer Communities Strategic Planning Group. 	March 2018 (ongoing)	Youth Justice Team Manager	CPP Justice partners with role in young people's issues.
4.2 Whole System Approach	<ul style="list-style-type: none"> Extend the whole system approach to young people aged 21 to ensure that the system is as seamless as possible for children and young people who offend. 	March 2018 (ongoing)	Youth Justice Team Manager	CPP Justice partners with role in young people's issues.
4.3 Early and Effective Intervention	<ul style="list-style-type: none"> Continue effective liaison between key partners and the 3rd sector in providing timeous and appropriate support to young people who offend. Ensure that young people at risk from disengaging from education are identified early and supported. Continue to ensure that where possible young people are kept out of formal criminal justice systems. support the retention of 16 and 17 year-olds in the Children's Hearing System. Focus on the wellbeing needs of children and young people aged 8 to 18 years using the principles of GIRFEC. 	March 2018 (ongoing)	EEI Co-ordinator	CPP Justice partners with role in young people's issues.
4.4 Youth Justice response to young people	<ul style="list-style-type: none"> Review the response from youth justice services to young people at medium/high risk of reoffending, who are therefore at risk of offending in adulthood. Develop intensive support packages to target young people who pose a medium/high risk of re-offending or harm. 	March 2018	Youth Justice Team Manager	CPP Justice partners with role in young people's issues.
4.5 Transitions for young people	<ul style="list-style-type: none"> Implement a transition pathway for each young person. Ensure transition processes reflect the needs of looked-after children, and that, where appropriate, these address potential or actual offending behaviour. 	March 2018 (ongoing)	Youth Justice Team Manager	CPP Justice partners with role in young people's issues.
4.6 Almond Project	<ul style="list-style-type: none"> Continue to develop and evaluate the Almond Project for women who offend. Report publicly each year on the Almond project, including: statistical information; descriptions of interventions; overall impact of patterns of offending by women; additional benefits form this specialist approach. 	March 2018 (ongoing)	DASAT Team Manager	CPP Justice partners
4.7 Delivering statutory functions for	<ul style="list-style-type: none"> We will deliver the full range of statutorily required services to adults who offend: <ul style="list-style-type: none"> Assessment of criminogenic need and risk. 	March 2018 (ongoing)	Criminal & Youth Justice Group	CPP Justice partners

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
adults who offend	<ul style="list-style-type: none"> ○ Diversion from prosecution. ○ Bail assessment and supervision to avoid unnecessary use of custodial remands. ○ Supervision of offenders placed on court orders: Community Payback Orders (CPO), including management of additional requirements of such an order; Drug Treatment and Testing Orders; Probation Orders (for historic offences). ○ Orders involving Unpaid Work: CPO; Procurator Fiscal Work Offers; Community Service and Supervised Orders (for historic offences). ○ A range of Statutory Throughcare and post-release Licences. ○ Voluntary Throughcare provision for short-term prisoners. ○ Participation in use of electronic monitoring: assessment for RLO and HDC, co-operation with service provider where there are concurrent orders. ● We will provide these services through one-to-one or group sessions, taking into account the individual needs and learning styles of the people with whom we are working. ● We will use the services of partner organisations as appropriate, and as required by the conditions of the Order or Licence that is in force. ● We will report on these activities in a range of ways. 		Manager	
4.8 Working with national service delivery partners	<ul style="list-style-type: none"> ● Where there is a nationally commissioned service in force, we will engage with that service to establish what we can each offer to address the needs of West Lothian people who have offended. 	March 2018 (ongoing)	Criminal & Youth Justice Manager	CPP Justice partners

Person-centric Outcomes – helping people make change

Comment: We are aware of substantial overlap among the areas for development covering these three Outcomes (5 – 7), and have not repeated the description of actions which are common to all every time they would apply. We do however note when actions will contribute to Outcomes later in the sequence.

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
Outcome 5. Life chances are improved through needs, including health, financial inclusion, housing and safety, being addressed Relevant potential Indicators: <ul style="list-style-type: none"> • % of people offered Diversion from Prosecution who feel that causative issues have been addressed • % of statutory interventions (Court Orders or Post-Release Licences) where significant needs originally identified (at the point of imposition of the order/licence) have been addressed • Number of West Lothian under-18s' hospital admissions for substance misuse per 100,000 of the population • Number of Alcohol Brief Interventions (ABI) delivered in Primary care and specialist NHS services • % of persons on Drug Treatment and Testing Order, or CPO with Drug Treatment Requirement, where there has been a reduction in drug use and associated offending • % of persons in contact with ADP partners because of a substance misuse issue who consider they have been given appropriate support • % of persons in contact with ADP partners because of a substance misuse issue who consider they have made lasting improvements to their patterns of substance misuse • Number of Drug Related Deaths recorded in West Lothian from those who have a substance misuse history • Percentage of clients with severe and chronic alcohol misuse who have maintained or improved their physical or mental health with support from Specialist Alcohol Service • % of persons in contact with Community Justice partners who have had a benefits check • % of persons in contact with Community Justice partners who have increased their income as a consequence of financial inclusion activity by partners • % of persons in contact with Community Justice partners who have an improved satisfaction level with their accommodation as a result of specific 				

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
	action by the agency <ul style="list-style-type: none"> • % of members of community who respond to surveys and other community engagement activity who consider they feel safe or very safe in their communities • Percentage of all accidental dwelling fires where alcohol or general substance misuse is a contributory factor • Number of deliberate secondary fires • Number of reported antisocial behaviour incidents reported to Police Scotland • % of antisocial behaviour cases reported which were resolved within locally agreed targets of 3 months • Percentage of women who offend who complete assessment and successfully engage with the Almond Project • Percentage of women who offend, with mental health issues, who receive appropriate support • Percentage of women who are charged with further offences within the six months following their engagement with the Almond Project 			
5.1 Community and public health (Also relevant to Outcome 7)	<ul style="list-style-type: none"> • We will engage with Public Health services to consider changes to our processes that might help enhance the health of our service users and their families. • We will work with Community Health services to develop local strategies for encouraging healthier lifestyles among service users. • We will ensure that we offer the best and most appropriate advice to service users about accessing health services. • We will ensure that this information is available in a range of formats. 	March 2018 (ongoing)	TBC	CPP health and justice partners
5.2 Financial Inclusion (Also relevant to Outcome 7)	<ul style="list-style-type: none"> • We will ensure that all prisoners preparing for release have a benefits check prior to release, and understand fully the processes for accessing benefits. • We will support efforts to ensure that all prisoners have access to a bank account to facilitate payment of benefits and to manage other essential transactions. • All persons accessing Community Justice services in the community should be offered or helped to access a benefits check if appropriate. • We will as far as possible organise our services in a way that minimises pressure on people with limited financial means. 	March 2018 (ongoing)	Lead manager – WLC Finance and Property Services, SPS/ HMP Addie-well	All CPP justice partners
5.3 Housing and accommodation	<ul style="list-style-type: none"> • While acknowledging that not all people who have offended or have been imprisoned are automatically vulnerable, we will support them as far as 	March 2018 (ongoing)	Customer Service	CPP justice partners

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
(Also relevant to Outcome 7)	possible to secure accommodation that is adequate.		Manager(Housing Needs)	
5.4 Employment and employability (Also relevant to Outcome 6 and 7)	<ul style="list-style-type: none"> • We acknowledge that enhancing employability (knowledge, skills and confidence) is a key factor in reducing risk of re-offending and increasing resilience. • All services will consider how their own roles and practices can contribute to this agenda for the people they work with, and what changes they are able to make to further improve this. • As employers, each organisation will consider its own recruitment policies and practices, to ensure that we model, as far as possible, the behaviours that we would expect of other organisations. • We will report on this as part of our annual Community Justice report to the Scottish Government. 	March 2018 (ongoing)	Lead Managers within relevant Justice Partner organisations.	All CPP partners
5.5 Staff knowledge and skills	<ul style="list-style-type: none"> • Ensure that all staff have appropriate training for their workload. • Ensure that staff delivering accredited behaviour change work are appropriately qualified. 	March 2018 (ongoing)	Lead Managers within relevant Justice Partner organisations	All CPP Justice Partners
5.6 Assessing the impact of our activities in terms of improving life chances	<ul style="list-style-type: none"> • Commissioning a Community Justice Strategic Needs Assessment. • Reviewing this Outcome Improvement Plan in context of the Strategic Needs Assessment and other actions listed against Outcomes in this document. 	March 2018 (ongoing)	Community Justice lead	All CPP Justice Partners

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
Outcome 6. People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities. <p>Relevant potential Indicators:</p> <ul style="list-style-type: none"> • Number of Early and Effective Intervention referrals for young people aged 8 to 15 • Percentage of Early and Effective Intervention (EEI) cases 8 to 15 years who are not re-referred within 12 months of initial referral • % of offenders under the age of 22 who have been referred to and engaged with the Youth Inclusion Project who have gone on to access employment, education or training • Measurement of effects of publicity to raise the profile of Hate Crimes and incidents • % of school leavers moving to ‘positive destinations’ – higher or further education, training or employment. • % of supported More Choices More Chances (MCMC) young people moving into a positive destination • Number of referrals to the Financial Harm Reduction Group • % of customer engaged by Access2employment living in the 20% most disadvantaged datazones • % of Access2employment clients who report an increase in their employability and skills as a result of our intervention 				
6.1 Engaging School-leavers (Also relevant to Outcome 7)	<ul style="list-style-type: none"> • We will continue to track the movement of school leavers to ‘positive destinations’ – higher or further education, training or employment. • We will continue to explore, from the experiences of both those who move to ‘positive destinations’ and those who do not, the barriers they perceive to attaining their ambitions. • We will continue to encourage innovative approaches to skill-creation, such as the Modern Apprenticeship scheme. • We will assess the benefits of work-placements for school students, and consider ways in which this could be extended to enhance their learning and confidence. 	March 2018 (ongoing)	SDS West Lothian Education	All CPP partners
6.2 Community participation and belonging (Also relevant to Outcome 7)	Recognising that integration of an individual into a community involves more than simply living there, Community Justice partners will: <ul style="list-style-type: none"> • adopt a holistic approach to delivering services. • consider what types of alternative intervention could support (or potentially) 	March 2018 (ongoing)	Lead Managers within relevant	All CPP partners

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
Outcome 7)	replace what their organisation can offer. <ul style="list-style-type: none"> • assess what activities, not directly related to the issue being presented, would support changes in behaviour for the individual. • offer support, in any way possible, to services that communities develop for the improvement of the communities themselves or for individuals within those communities. • report on activities they have undertaken that demonstrate this approach. 		Justice Partner organisations.	
6.3 Developing our communities (Also relevant to Outcome 7)	<ul style="list-style-type: none"> • West Lothian has an ambitious target to reduce deprivation in its most deprived communities (the lowest rated 20%). • We intend to narrow the gap between the highest and lowest-rated areas by 50%. • We acknowledge that this is an extremely long-term aim, that it has to be delivered through a variety of styles of intervention, and that not all factors are within our control. • These changes should contribute in the long-term to a reduction in offending in areas which have tended to show rates of re-offending that are above the West Lothian average. 	March 2018 (ongoing)	Community Regeneration Manager	All CPP partners
Outcome 7. Individuals' resilience and capacity for change and self-management are enhanced. Relevant potential Indicators: <ul style="list-style-type: none"> • Average number of reconvictions per offender (Scottish Government data) • Percentage of customers satisfied by Safer Neighbourhood Team involvement • Percentage of women who report that they feel safer as a result of intervention by the Domestic and Sexual Assault Team • Number of Deter activities undertaken to identify Serious Organised Crime links • Number of residents engaged in the development of projects and participate in decision making process 				
7.1 Support for young people to developing and maintaining pro-social attitudes	<ul style="list-style-type: none"> • We will continue good existing practices and initiatives involving a range of partners. • We will report on our activities. 	March 2018 (ongoing)	TBC	Education, Health, Social Work, specialist young people's services from both the statutory and third sectors,

Area for Development	Priority Actions	Timescale	Lead	Partner Involvement
and behaviour				Community Safety, Police Scotland and Scottish Fire and Rescue Service
7.2 Promote a culture of improving self-reliance and self-development (See 3.9)	<ul style="list-style-type: none"> In our dealings with users of justice services, we will help and encourage them to develop increased self-sufficiency, and to seek appropriate support when unable to resolve issues themselves. 	March 2018 (ongoing)	TBC	All CPP partners
7.3 Enabling our residents to feel safe, and to enjoy the freedoms this offers	<ul style="list-style-type: none"> Community Safety Partners will continue to carry out a range of activities that enhance public safety. We will facilitate a range of environmental changes that increase feelings of safety. This may involve local communities or other resources (e.g. Community Payback Unpaid Work). We will use channels of communication (see 1.1) and surveying and engagement activities (see 1.4) to: <ul style="list-style-type: none"> Obtain views about what changes communities believe will make a difference. Establish how such changes can best be made. Evaluate the success of changes. 	March 2018 (ongoing)	TBC	Community Safety Unit

17 List of significant documents

Strategies and reports	Additional Information
Achieving positive outcomes. West Lothian Single Outcome Agreement 2013 – 2023	<p>Full document: https://www.westlothian.gov.uk/media/13834/West-Lothian-Single-Outcome-Agreement/pdf/West_Lothian_SOA_(Updated_Sept_2016).pdf</p> <p>Executive Summary: https://www.westlothian.gov.uk/media/3334/Single-Outcome-Agreement-Executive-Summary/pdf/Single_Outcome_Agreement_2013-2023_Executive_Summary.pdf</p>

West Lothian Life Stages Approach	https://www.westlothian.gov.uk/media/6219/Life-Stage-Outcomes/pdf/Life_Stage_Outcomes.pdf
West Lothian IJB Strategic Plan 2016-26	http://www.westlothianhcp.org.uk/media/10225/West-Lothian-IJB-Strategic-Plan-2016-26/pdf/IJB-Strategic-Plan-2016-26-Final-Draft.pdf
Delivering Better Outcomes, West Lothian Council's Corporate Plan 2013-17	https://www.westlothian.gov.uk/media/3641/West-Lothian-Council-Corporate-Plan-2013-2017/pdf/corporateplan.pdf
Our Health, Our Care, Our Future, NHS Lothian's Strategic Plan 2014-24	http://www.nhslothian.scot.nhs.uk/OurOrganisation/OurHealthOurCareOurFuture/Documents/OurHealthOurCareOurFuture-NHSLothianStrategicPlan2014-2024.pdf
NHS Lothian strategy for children and young people 2014 – 2020	http://www.nhslothian.scot.nhs.uk/OurOrganisation/Strategies/Documents/CHILDRENS%20STRATEGY%202014%20FINAL.pdf
NHS Lothian Health Inequalities Strategy	http://www.nhslothian.scot.nhs.uk/OurOrganisation/Strategies/healthinequalities/Documents/NHS%20Lothian%20health%20inequalities%20strategy%202014.pdf
A sense of belonging: A joint strategy for improving the mental health and wellbeing of Lothian's population 2011-2016	http://www.nhslothian.scot.nhs.uk/OurOrganisation/Strategies/Documents/SenseOfBelonging.pdf
NHS Lothian: Local Delivery Plan 2016 - 2017	http://www.nhslothian.scot.nhs.uk/OurOrganisation/KeyDocuments/Documents/NHS%20LOTHIAN%20LDP%202016-17%20-%20FINAL%20310516.pdf
West Lothian IJB Draft Strategic Plan 2016-26	http://www.westlothianhcp.org.uk/media/10226/West-Lothian-IJB-Draft-Strategic-Plan-2016-26-Summary-Version/pdf/West-Lothian-IJB-Draft-Strategic-Plan-2016-26-Summary_Version.pdf
Delivering Better Outcomes: Social Policy Management Plan 2016/17	https://www.westlothian.gov.uk/media/3750/Social-Policy-Management-Plan/pdf/Management_Plan_2016-17_-_Social_Policy.pdf
A guide to 'Getting it right for every child' (GIRFEC)	http://www.gov.scot/resource/0042/00423979.pdf
Delivering Better Outcomes: Education Services Management Plan	https://www.westlothian.gov.uk/media/13733/2016-17-Management-Plan---Education/pdf/2015-16_Management_Plan_-_Education.pdf

2016/17	
Police Scotland - Annual Police Plan 2016-17	http://www.scotland.police.uk/assets/pdf/138327/150739/police-scotland-annual-police-plan-2016-17?view=Standard
Policing 2026: Our 10 year strategy for policing in Scotland	http://www.scotland.police.uk/assets/pdf/138327/386688/policing-2026-strategy?view=Standard
Scottish Police Authority: Strategic Police Plan	http://www.spa.police.uk/assets/128635/strategic-police-plan-web
Scottish Prison Service: Annual Delivery Plan 2016-17	http://www.sps.gov.uk/nmsruntime/saveasdialog.aspx?fileName=SPS+Delivery+Plan+2016-20174210_2065.pdf
Victim Support Scotland	https://www.victimsupportsco.org.uk/wp-content/uploads/2015/07/VSS-Manifesto-2015-19.pdf
A Regeneration Framework for West Lothian	https://www.westlothian.gov.uk/media/13524/A-Regeneration-Framework-for-West-Lothian/pdf/A_Regeneration_Framework_for_West_Lothian.pdf
West Lothian Regeneration Framework 2013-2034	https://www.westlothian.gov.uk/media/4491/West-Lothian-Regeneration-Framework/pdf/West_Lothian_Regeneration_Framework1.pdf
Community Regeneration Communication Strategy 2016	https://www.westlothian.gov.uk/media/12013/Community-Regeneration-Communication-Strategy-2016/pdf/Community_Regeneration_Communication_Strategy_2016.pdf
West Lothian Community Engagement Practitioners Network (CEPN) - Terms Of Reference	https://www.westlothian.gov.uk/media/3706/Community-Engagement-Practitioners-Terms-of-Reference/pdf/Community_Engagement_Practitioners_Network_Terms_of_Reference1.pdf
Engaging Communities Toolkit	https://www.westlothian.gov.uk/media/8652/Engaging-Communities-Toolkit/pdf/Engaging_Communities_Toolkit.pdf
West Lothian Citizens Panel	https://www.westlothian.gov.uk/article/11325/West-Lothian-Citizens-Panel
West Lothian CPP Quality of Life Survey 2013 - Research Report	https://www.westlothian.gov.uk/media/3697/Quality-of-Life-2013---Thematic-Analysis/pdf/Quality_of_Life_Survey_2013_-_Thematic_Analysis_v1_110214_(2).pdf
Planning, Economic Development and	https://www.westlothian.gov.uk/media/13218/2016-17-Management-Plan---

Regeneration Management Plan 2016/17	PEDR/pdf/PEDR MANAGEMENT PLAN 2016-17.pdf
Economic Strategy and Action Plan 2014 - 2017	https://www.westlothian.gov.uk/media/8005/Economic-Strategy-2014/pdf/20140226 Economic Strategy 2014.pdf
West Lothian Economic Growth Plan	https://www.westlothian.gov.uk/media/4212/Economic-Strategy-2010-2020/pdf/economicstrategy201020.pdf
Skills development Scotland: Corporate Plan 2015-20	http://www.skillsdevelopmentscotland.co.uk/media/40263/sds-corporate-plan-2015-20-non-interactive-10-1.pdf
Better Off – The West Lothian Anti-Poverty Strategy 2012-17	https://www.westlothian.gov.uk/media/5135/Better-Off-The-West-Lothian-Anti-Poverty-Strategy-2012---2017/pdf/Better Off West Lothian Anti-Poverty Strategy 2012 - 2017.pdf
West Lothian Local Housing Strategy 2012-2017	https://www.westlothian.gov.uk/media/1148/Local-Housing-Strategy-Full/pdf/housing-strategy-full.pdf
Housing, Customer and Building Services Management Plan 2016/17	https://www.westlothian.gov.uk/media/12959/2016-17-Management-Plan---HCBS/pdf/11-05-2016 HBCS Management Plan FINAL.pdf
Scottish Fire and Rescue Service Strategic Plan 2016-19	http://www.firescotland.gov.uk/media/1005163/scottish fire and rescue service strategic plan 2016 19.pdf
West Lothian Leisure Annual Report	https://www.westlothian.gov.uk/media/5266/West-Lothian-Leisure-Annual-Report-2013-14/pdf/West Lothian Leisure Annual Report 2013-2014.pdf
Relevant Legislation	Additional Information
Criminal Justice (Scotland) Act 2016	http://www.legislation.gov.uk/asp/2016/1/contents
Community Empowerment (Scotland) Act 2015	http://www.legislation.gov.uk/asp/2015/6/contents/enacted
Public Bodies (Joint Working) (Scotland) Act 2014	http://www.legislation.gov.uk/asp/2014/9/pdfs/asp_20140009_en.pdf
Children and Young People (Scotland)	www.legislation.gov.uk/asp/2014/8/contents

Act 2014	
Children's Hearings (Scotland) Act 2011	www.legislation.gov.uk/asp/2011/1/contents
Criminal Justice and Licensing (Scotland) Act 2010 (Consequential Provisions and Modifications) Order 2011	http://www.legislation.gov.uk/ukdsi/2011/9780111512869/contents
Criminal Justice and Licensing (Scotland) Act 2010	http://www.legislation.gov.uk/asp/2010/13/contents
Management of Offenders etc. (Scotland) Act 2005	http://www.legislation.gov.uk/asp/2005/14/contents
Criminal Procedure (Scotland) Act 1995	http://www.legislation.gov.uk/ukpga/1995/46/contents
Criminal Justice (Scotland) Act 2003	http://www.legislation.gov.uk/asp/2003/7/contents
Prisoners and Criminal Proceedings (Scotland) Act 1993:	http://www.legislation.gov.uk/ukpga/1993/9/contents
Prisons (Scotland) Act 1989:	http://www.legislation.gov.uk/ukpga/1989/45/contents
Other relevant initiatives	Summarised information about local projects
Hate Crime - Third party Reporting Centres	To support victims/witnesses of Hate Crime, who do not feel comfortable reporting the matter directly to the Police, a network of Reporting Centres has been established. Staff within 3rd Party Reporting Centres have been trained to assist a victim or witness in submitting a report to the police, and can make such a report on behalf of the victim or witness. Reporting centre details at https://www.westlothian.gov.uk/article/3092/Hate-Crime
Made from Crime	https://www.westlothian.gov.uk/article/3109/Made-from-Crime - Local communities support police in targeting illegally-made cash.
Best Bar None	https://www.westlothian.gov.uk/article/3108/Best-Bar-None - an awards scheme that promotes responsibly managed licensed premises in Scotland, focusing on: Prevention of Crime and Disorder;

	Public Safety; Prevention of Public Nuisance; Promotion of Public Health
Homeless football	A monthly activity delivered in partnership with WLC, NHS and voluntary organisations to improve physical and mental wellbeing of people who are or have been homeless or are at risk of homelessness, offering a unique way of amalgamating health promotion and improving physical fitness to empower people. Health promotion and/or service awareness sessions are held at half time and individuals are encouraged to work with other services.
WestDrive	Initiative for young driver education
Together for Health	Activity in Armadale focuses on reducing prevalence of childhood obesity, increase fruit consumption in school and at home and increase physical activity in the school environment. It is a partnership initiative involving partners such as WLC Regeneration and Employability, Health Improvement Team, Armadale Traders, Scotmid, Youth Services.
First Steps to Health & Wellbeing	An exercise referral project in West Lothian between GPs and Xcite Leisure, aimed at increasing the physical activity levels of referred patients and encouraging longer term commitment to exercise and activity. Operating in a number of areas, since First Steps began there have been about 9,000 referrals across West Lothian.
Wheelie Bin Fire initiative	The Community Safety Partnership delivered a partnership letter to local residents, organised a Partnership Notification Report for use by attending Fire Crews, fitted locks recycling bins (this being undertaken by the Community Payback Unpaid Work Team). Engagement with local residents was carried out by door-to-door visits from Housing Officers, Police and Scottish Fire & Rescue officers.
Employability in Fauldhouse	A multi-pronged approach to addressing unemployment, the Fauldhouse Employability Group has co-ordinated integration of a range of employability services within the Fauldhouse Partnership Centre as part of mainstream service delivery by Access2employment, Skills Development Scotland and the Department of Work and Pensions (DWP). The Partnership Centre is the first in Scotland to have Jobcentre plus services co-located with partners' employment and training provision. A Work Club is provided by WLC, volunteers and

	<p>Jobcentre Plus, where clients can access support, either one-to-one with an advisor in groups. The Fauldhouse Employability Group has established data sharing arrangements between DWP and WLC, has surveyed unemployed residents, and is working to create an employability information tool for the area.</p> <p>Young people in the area receive employment support at school from Skills Development Scotland, providing career guidance information and advice and targeted support to those pupils identified as at risk of not moving on to a positive destination. This has improved outcomes for local school leavers.</p>
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18 Plan Information

This plan has been prepared in the context of:

- Partnership events involving a range of justice-focused CPP partners and other organisations
- Discussions within short-term working groups set up to manage the Community Justice transition process
- Discussions within the governance bodies devised to support Community Justice principles, and also, prior to the transition, within the structures and bodies that preceded it.
- Meetings and discussions with a range of individual partners
- Community Engagement activities, involving service users, people providing services, and members of the community with no specific engagement with these services.

The partners and services who have directly contributed in a variety of ways to the production of this plan are, in alphabetical order:

- Crown Office and Procurator Fiscal Service (at regional level)
- Lothian and Borders Community Justice Authority
- NHS Lothian
- Police Scotland
- Scottish Fire and Rescue Service
- Scottish Prison Service (SPS)
- Skills Development Scotland (SDS)
- Sodexo Justice Services (HMP Addiewell)
- Victim Support West Lothian
- West Lothian Alcohol and Drug Partnership (WLADP)
- West Lothian Council
 - Education Services
 - Housing, Customer and Building Services
 - Operational Services
 - Planning and Economic Development
 - Social Policy

Who has developed and authorised the plan:

The CJOIP was collated by the Community Justice Implementation Officer, on behalf of the West Lothian Safer Communities Strategic Planning Group.

Date of approval of plan by statutory partners

The CJOIP was authorised for submission by the Community Safety Board on 20th March 2017, and subsequently signed by the Chair of West Lothian Community Planning Partnership.

Review arrangements (date/process)

The detailed process for review of the CJOIP will be agreed by the West Lothian Safer Communities Strategic Planning Group in the first quarter of Year One of full Community Justice Implementation (2017-18). This will take into account the proposed activities outlined in Section 12 (Participation Statement). We will link this activity into the preparation of an annual Progress Report, explaining our progress against the existing plan and identifying proposed areas for development.

Both the review process and the responsibility for preparation of the Progress Report/updated CJOIP will rest with the West Lothian Safer Communities Strategic Planning Group. The SCSPG will report to the CPP Board for discussion and final approval of the Progress Report/updated CJOIP.

Annual monitoring and reporting arrangements

The great majority of potential performance indicators are already in existence, and lead managers will be required to consider whether these are sufficiently robust (either individually or when considered as a group) to demonstrate progress achieved towards meeting agreed outcomes. Proposed changes to SOA indicators will be reported to and approved by the Community Planning Steering Group

Publication

The CJOIP will be published on the West Lothian Community Planning Partnership webpage on the West Lothian Council website as soon as practicable after its submission to Community Justice Scotland

Contact details for more information and for links to partner organisations: Paul Streater, Community Justice Implementation Officer, West Lothian Council Social Policy:
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