



Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board
Held on	1 June 2016
Agenda Item	8
Title	The Future Model for Community Justice in Scotland and Local Transition Arrangements
<p>Summary</p> <p>This report summarises the progress being made with regards to The Community Justice (Scotland) Bill and the transition to the New Model for Community Justice in Scotland as well as an update on preparation for the local Community Justice Partnership.</p>	
Presented by	Kate Rocks, Head of Children's Services and Criminal Justice (Chief Social Work Officer)
<p>Action Required</p> <p>Integration Joint Board members are asked to note the contents of the report and members are invited to comment on its contents.</p>	
<p>Implications checklist – check box if applicable and include detail in report</p> <p> <input type="checkbox"/> Financial <input checked="" type="checkbox"/> Policy <input checked="" type="checkbox"/> Legal <input checked="" type="checkbox"/> Equalities <input type="checkbox"/> Efficient Government <input type="checkbox"/> Staffing <input type="checkbox"/> Property <input type="checkbox"/> IT </p>	

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EAST RENFREWSHIRE INTEGRATION JOINT BOARD

1 June 2016

Report by Julie Murray, Chief Officer

**THE FUTURE MODEL FOR COMMUNITY JUSTICE IN SCOTLAND AND
LOCALTRANSITION ARRANGEMENTS**

PURPOSE OF REPORT

1. To update Integration Joint Board members on the progress of the Community Justice (Scotland) Bill and the developments being made locally with regards to the transition to the New Model for Community Justice in Scotland.

RECOMMENDATION

2. Integration Joint Board members are asked to note the contents of the report and members are invited to comment on its contents.

BACKGROUND

3. A report provided to the Community Health and Care Partnership (CHCP) Committee in February 2015 summarised the findings of the national consultation to establish a proposed model for community justice. Community Justice was defined in the Scottish Government's publication "Future Model for Community Justice Scotland –Response to Consultation" as "The collection of agencies and services in Scotland that individually and in partnership work to manage offenders, prevent offending and reduce reoffending and the harm that it causes, to promote social inclusion, citizenship and desistence".
4. The Community Justice (Scotland) Act 2016 received Royal Assent on 21st March 2016 and allows for Community Justice Authorities (CJAs) to be disestablished and new arrangements for local strategic planning and service delivery to be put in place. Some measures come into effect immediately, however, none of the measures conferring functions on a national body, Community Justice Scotland (responsible for providing national, professional and strategic leadership for community justice in Scotland), or duties upon Community Justice partners will come into effect until 1st April 2017, when CJAs will be disestablished.

REPORT

5. The new model for community justice in Scotland has been designed to bring together individuals and organisations to deliver a community solution to achieving improved outcomes for community justice: to prevent and reduce further offending: and to support desistence, including supervision where necessary. The model builds upon investment made by the Scottish Government and Local Government in community planning and strengthened positions under The Community Empowerment (Scotland) Act 2015. Specifically the model has 4 key elements; (i) local strategic planning and delivery of community justice services-collectively (ii) duties on a defined set of Community Justice Partners to engage in this local strategic planning and delivery. (iii) the creation of Community Justice Scotland to provide leadership and opportunities for innovation and learning for the sector (iv) a focus on collaboration including the opportunity to commission, manage or deliver services nationally where appropriate.

6. These elements are supported by the Outcomes, Performance and Improvement Framework (OPI) and the National Strategy for Community Justice which sets out the vision and aims for improved community justice outcomes and provides structure on how these aims should be achieved. These will be published in June 2016 and will support development of a three year community justice plan for East Renfrewshire.
7. A local transition plan for East Renfrewshire for 2016-17 was submitted to the Scottish Government in January 2016. (Appendix 1). Plans submitted by local Community Planning Partnerships (CPP) areas had to address: (i) how CPPs plan to build links with and between community justice partners; (ii) how CPPs plan to involve third sector, service users, offenders and communities in their local arrangements, planning and delivery in 2016/17; (iii) how CPPs intend to work with CJAs to ensure community justice issues are picked up in 2016/17; (iv), local governance arrangements for community justice, including; accountability, statutory and non-statutory and community sector organisations; (v), how links will be made from broader community planning themes to the community justice agenda and vice versa.
8. A launch event for East Renfrewshire's Community Justice Partnership for the transition year with core partners will be held on 13th May 2016. Proposed governance arrangements, as outlined in the local Transition Plan 2016/17, indicate that the partnership will come under the scrutiny and oversight of the Performance Accountability Review Group as part of the systematic performance reporting mechanisms that are in place throughout the CPP. Statutory partners will include: Local Authority Housing Services, Education Services, Community Development and Learning and Community Planning as well as a range of statutory agencies such as Police Scotland, Scottish Fire and Rescue Service, Skills Development Scotland, East Renfrewshire Integration Joint Board/HSCP. Non Statutory partners include: Scottish Prison Service, East Renfrewshire Alcohol Drug partnership. The third sector will be represented by agencies such as Turning Point (Scotland), Woman's Aid and Voluntary Action East Renfrewshire.
9. The Community Justice Partnership will be chaired by Caroline Innes, Deputy Chief Executive and will operate as a sub-group of the Community Planning Partnership and support Single Outcome Agreement 4 (East Renfrewshire residents are safe and supported in their communities and homes). The frequency of meetings and Terms of Reference will be confirmed at the first meeting.

FINANCE AND EFFICIENCY

10. Transition arrangements to support the New National Model for Community Justice are supported by additional Scottish Government funding of £50,000 per year for 3 years. This funding has been used in local areas to appoint officers to provide additional capacity within local community justice partnerships. Locally this transition funding has enabled a planning officer and the criminal justice service manager to take responsibility for the development and implementation of the transition plan for this shadow year and to support the development of the local plan for 2017-20.

CONSULTATION

11. Consultation with staff and partners will continue as managers develop a plan to implement the new model. Initial consultation with the partnership will focus on the need to produce the three year local community justice plan, to be submitted by March 2017. At the core of this will be consultation with service users, victims of crime and other key partners. As a statutory partner in the community justice partnership, the Integration Joint Board/HSCP will be supported to contribute to the development of this plan.

PARTNERSHIP WORKING

12. Statutory community justice partners will be required to engage with third sector and other partners. This broad partnership approach will be vital for planning and central to the delivery of the new Community Justice model.

IMPLICATIONS OF THE PROPOSALS

Policy

13. Establishing the community justice partnership in East Renfrewshire will reflect the duties within legislation on statutory partners, including the Integration Joint Board/HSCP, Local Authority and Community Planning Partnership.

Staffing

14. None.

Legal

15. The Community Justice Partnership will operate as a sub-group of the Community Planning Partnership. Governance and accountability arrangements will reflect and support existing structures and the partnership's Terms of Reference will offer clarity and guidance to all partners regarding their statutory duties.

Property

16. None.

Equalities

17. The voice of service users, communities and partners will be central to developing a robust three year community justice plan for East Renfrewshire - the consultation process will support this approach.

IT

18. None.

CONCLUSIONS

19. The new Community Justice model seeks to deliver better outcomes for communities by promoting a collaborative approach to the planning and delivery of improved outcomes, and putting decision making in the hands of local communities and agencies that are best placed to assess local needs. Locally, the focus of the coming months will, through a series of events and workshops, be to engage statutory and non-statutory partners and work towards establishing a local Community Justice Partnership and the development of a three year Community Justice Plan for East Renfrewshire.

RECOMMENDATIONS

20. Integration Joint Board members are asked to note the contents of this report and members are invited to comment on its contents.

REPORT AUTHOR AND PERSON TO CONTACT

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BACKGROUND PAPERS

[CHCP Committee Paper: 11.02.2015 – Future Model for Community Justice in Scotland and local Redesign](#)

KEY WORDS

Community Justice, transition, community justice authority, criminal justice

East Renfrewshire Community Justice Partnership

Transition Plan

2016/17

Background

In 2012 the Scottish Government announced its intention to undertake a redesign of national and regional community justice arrangements, the governance structures that underpin service delivery and the overarching ethos that informs this area generally. To this end the *Future Model for Community Justice in Scotland* consultation was launched during 2014, culminating in the publication of the official response in December of that year. The model that has emerged consists of new legislation - *the Community Justice (Scotland) Bill* - introduced in the Scottish Parliament in May 2015, and the new *National Strategy for Community Justice*, due to be launched after enactment of the Bill.

Significantly, this new model will disestablish the current Community Justice Authorities and create a new national body called Community Justice Scotland, whilst the Act will place a legal duty on a number of statutory Community Justice partners to engage in new local strategic planning and delivery arrangements based on already established Community Planning Partnership (CPP) boundaries.

The Scottish Government, in their letter dated 31 July 2015, has requested each Community Planning Partnership (CPP) to outline how they intend to meet the new requirements and they have posed a series of questions to assist with the tasks ahead. As such the process to develop a new Community Justice partnership within East Renfrewshire in 2016/17 is the focus of this Transition Plan and the questions posed in the letter are used to structure this plan.

Context

The New Model for Community Justice comprises a number of key priorities and tasks that require to be undertaken within each CPP within a 12 month timescale, the most important of which is the establishment of the new Community Justice partnership arrangements to be set up by April 2017.

In terms of capability and capacity, East Renfrewshire is well positioned to move forward with this new development and has considerable experience of advancing and promoting community justice. Throughout the duration of its lifespan, East Renfrewshire has been a committed partner within the North Strathclyde Community Justice Authority (NSCJA), initially playing an active role in the design and development of the Authority and thereafter assisting and supporting it to operate and function effectively. Similarly the new model, strategy and duty will provide an opportunity for local statutory and non-statutory partners to create a partnership that best meets the needs of the population of East Renfrewshire.

1. How East Renfrewshire's CPP plans to build links with and between community justice partners

A key feature of East Renfrewshire's range of existing local partnership working arrangements is that they are long standing, highly effective, and attract a strong commitment from partner agencies. These include the Community Planning Partnership itself, the new Health and Social Care Partnership (and its previous entity the Community Health and Care Partnership), Addictions, Planning and Implementation Group, and the Integrated Children's Services Planning Group, among others. Indeed all of the new statutory community justice partner agencies as specified by the Bill are already established partners within the Community Planning Partnership (except Scottish Courts system).

As these agencies regularly collaborate on a very wide range of themes and activities we envisage no difficulty with partners firstly understanding and undertaking their new legal duty, but also identifying how they can best contribute towards improving outcomes in this area for offenders, victims and communities.

Transition Steering Group

To move forward with the creation of the new local structure we have set up a Community Justice Transition Steering Group, the first meeting of which will take place in February 2016. The group will comprise the statutory partners and appropriate non statutory partners and will be supported initially by planning and development officers from the CPP and the Health and Social Care Partnership. A mapping exercise will be undertaken to ensure the group has strategic links to other relevant existing groups such as employability and addictions to avoid gaps but also duplication. Terms of reference will be drawn up to guide the group and meetings thereafter will be frequent, possibly monthly, to ensure the group forms and develops within the relatively short timescales, although the regularity of meetings can later be reviewed. This group will evolve into the Community Justice Partnership Group from April 2017.

The transition group will require to consider key tasks early on - in particular it needs to anticipate and manage the forthcoming transfer of responsibilities and decision making powers from NSCJA. Indeed, from the beginning of 2016, the new group will need to begin the process of preparing a Community Justice Outcomes Improvement Plan that will be launched in 2017. To enable partner agencies to understand roles and expectations in this area, a half day learning event is planned for March 2016, the structure of which will include workshops and an invited keynote speaker from the Scottish Government. The intention is to run a number of these workshops over the year to inform partners and local elected members and assist all to consider *community* justice in its widest form and, importantly, beyond the parameters of *criminal* justice as the distinction will be new to many. These events will also support the development of a unique community justice vision for East Renfrewshire as well as an agreement on our first outcomes improvement plan.

2. How East Renfrewshire's CPP plans to involve the Third Sector, service users, people with convictions, and communities in their local arrangements, planning and delivery in 2016/17;

Third Sector

Voluntary Action East Renfrewshire, the overarching umbrella group for the third sector locally, has already participated in preliminary discussions in relation to the changes taking place and the capacity for the local sector to respond accordingly. Attendance, representation, and participation of third sector organisations – local/national and large/small - within the new arrangements is yet to be finalised although it is anticipated ERVA will take up a formal place. All of East Renfrewshire's CPP partners have strong as well as positive working relationships with the sector individually and collectively over a very wide range of different themes and activities. Furthermore the sector will be included in the preparation of the new Community Justice Outcomes Improvement Plan due for publication in early 2017, either as full members of the Transition Group, or to attend and participate in workshop development events.

The changes the new model introduces will provide an opportunity for East Renfrewshire's vibrant third sector to not only play a part in the new local community justice structure but importantly, potentially provide their services to a new sector of the local population. In particular, it is anticipated that smaller organisations, such as local community groups that operate in localities and specific neighbourhoods and which already play a role in preventing offending and reoffending in an indirect way that is often not fully recognised will contribute to community justice in East Renfrewshire. The new approach will therefore provide an impetus to utilising our community assets and, indeed, it is conceivable that the changes may also lead to the design and delivery of new provision, especially in relation to Community Payback, diversionary work, adult learning/literacy etc. from within the sector as their capacity to respond to need on varying scales is clearly evident.

Formal relationships with the national/regional PSPs in terms of planning and delivery arrangements in East Renfrewshire needs further discussion to ensure service provision continues to meet the needs of the local population accessing these services. As Community Justice Scotland can commission and procure services on a larger scale, this will clearly benefit East Renfrewshire as our offender population profile differs in some respects from that nationally. Where there are new opportunities to share services with neighbouring local authorities and CPPs we will consider doing so if these arrangements meet local identified need, offer value for money, and economies of scale are clear.

Service Users and the Community

The Community Empowerment (Scotland) Act 2015 requires agencies to actively engage service users and local communities in considering their needs and shaping responses as a consequence. Similarly it is envisaged that the creation of the new community justice structure in East Renfrewshire will have the potential to strengthen user engagement in a way not previously possible because the profile of the local populations that will be served will be more defined and, as scale will be reduced, planning and decision making will be closer to those who access services - for example offenders and victims, and their families. From the start we will ensure that users of services have the opportunity to participate in the activity around setting our new vision. This importantly includes those who have been victims of crime as we believe that the new model makes it more possible for their needs to be genuinely addressed more effectively.

To ensure service user and community engagement is meaningful and to avoid duplication it has been agreed that existing local engagement mechanisms will be utilised including community councils, area forums, Health and Social Care forum, customer/user feedback processes, focus groups etc. With the Community Payback scheme we are planning a community “Spring Clean” event to take place during 2016 to raise the profile of the new community justice approach and promote the ethos locally. It is hoped this will also help the community to see offenders more positively. More generally, colleagues within Community Learning and Development and Community Planning services will assist with the strengthening of existing arrangements to ensure they provide appropriate feedback loops for users of services as well as the wider communities we serve. The development of our service user and community engagement approach will be contained within our Community Justice Outcomes Improvement Plan that will be prepared during 2016.

3. How East Renfrewshire’s CPP intends to work with the NSCJA to ensure that community justice issues that are led on by the NSCJA are picked up, where appropriate, by the relevant CPP in 2016/17.

East Renfrewshire has been a longstanding member of NSCJA and senior officers have been active participants in its activity since its inception. Furthermore, our staff have been involved in undertaking recent work to prepare for the disestablishment of the CJA structure, such as planning the transfer of responsibilities to the East Renfrewshire CPP including financial/budgetary and relevant work programmes such as local service provision by partners. NSCJA has also developed a transition plan and we have been supporting its delivery along with the other local authorities within the CJA area. In addition there are a number of activities and ongoing responsibilities from the CJA’s own action plan that will now shift over to us and we are negotiating the means of taking this forward. There are no difficulties envisaged with this activity and progress in this respect has been positive.

Co-operating with the CJA and its Chief Officer and staff, along with the other local authorities within the network, is ongoing and will continue until NSCJA ceases to exist and the new structure is in place in East Renfrewshire. There will, however, be ongoing formal relationships with some of our neighbouring local authorities e.g. Renfrewshire Council to enable a number of specific services to continue to be delivered and accessed such as Court Social Work

Services, Constructs, the Pathways Partnership Project (including access to ‘Moving Forward, Making Changes’) and provision for women offenders. It is expected that there will be ongoing areas of shared interest between the local authorities including staff and agency learning and development needs.

4. Looking to 2016/17 and beyond, what the local governance arrangements will be for:

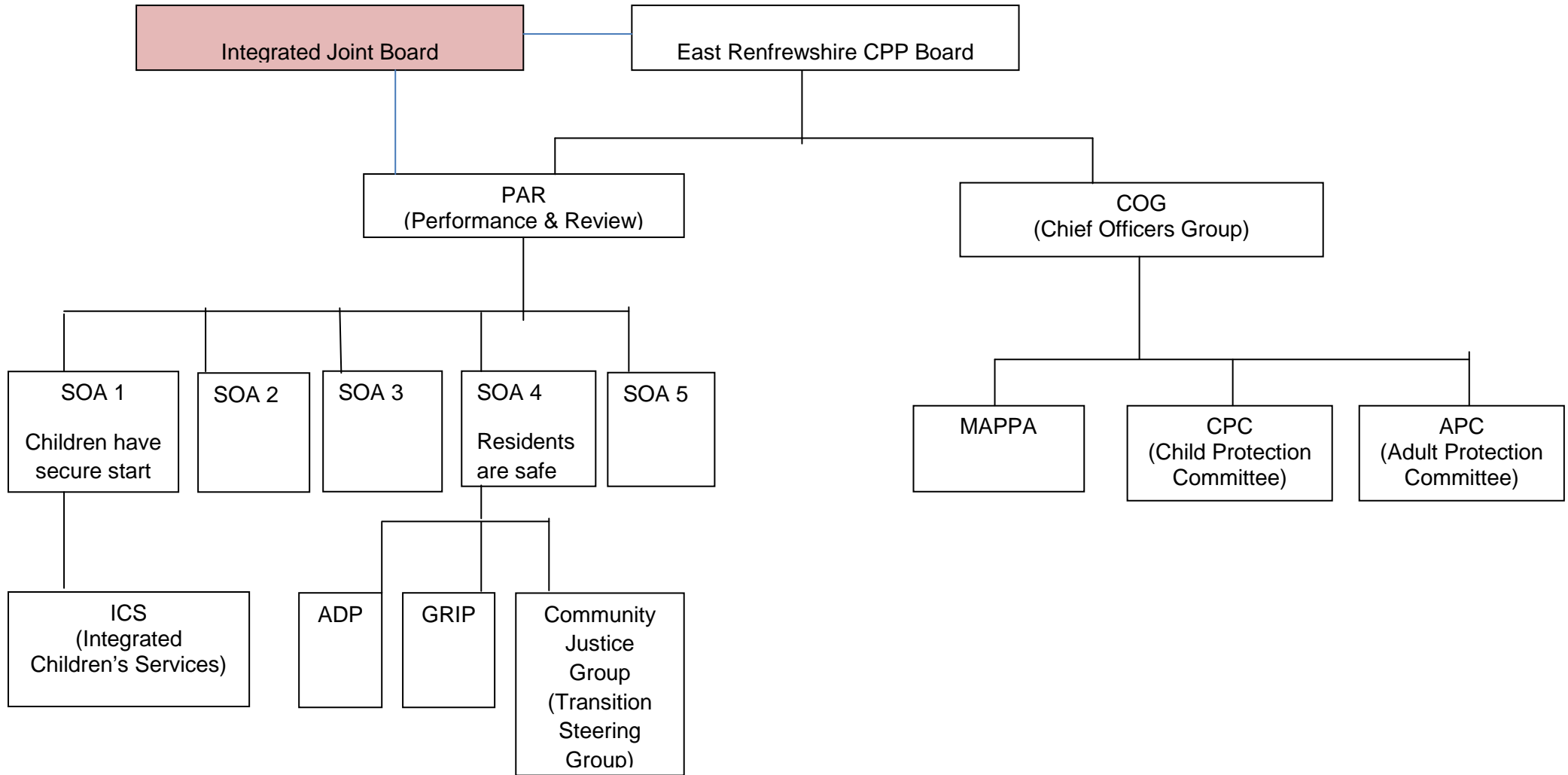
- Community justice, including accountability lines;
- How community justice arrangements will link into the wider CPP; and
- How links will be made from broader community planning themes to the community justice agenda and vice versa;

The diagram on the following page outlines the current strategic planning structure within East Renfrewshire with the *proposed* positioning of the new Community Justice Partnership Group within the overall high level scrutiny arrangements. This position will firstly be taken up by the Transition Steering Group during the shadow year of 2016/7 but thereafter will become the Community Justice Partnership Group. Importantly, the Community Justice Partnership Group is directly linked to East Renfrewshire’s Single Outcome Agreement specifically (although not exclusively) through SOA 4 – *“East Renfrewshire residents are safe and supported in their communities and homes”*. As such, the work of the new group - including progress with the development of the new Outcomes Improvement Plan - will come under the scrutiny and oversight of the Performance and Accountability Review Group as part of the systematic performance reporting mechanisms that are in place throughout the CPP. These lines of accountability will also ensure robust financial controls and monitoring.

The Performance and Accountability Review Group that oversees the progress of the SOA and the Outcome Delivery Plan (ODP) has a membership drawn from Directorate and senior officer level, including the local authority Chief Executive, Director of Education, Health and Social Care Partnership Chief Officer and Chief Inspector of Police Scotland, as well as Voluntary Action East Renfrewshire. Indeed all of the statutory partner agencies are represented on this group. It is envisaged that future reviews of the SOA and the ODP will provide an opportunity for key outcomes and performance targets from the Community Justice Improvement Plan to be included and this will become especially important as local partners – statutory and non-statutory – collaborate to improve outcomes for offenders, victims and the wider community.

The new model for community justice offers many new potential opportunities to improve the lives of those involved in the criminal justice system, especially in relation to offenders and their access to employment/training, literacy and numeracy, housing/accommodation and leisure, which are all wider community planning themes. The closer co-operation of agencies could lead to targeting and tailoring provision which may help break down any access barriers. Overall, prevention and reducing offending are key priorities and this will be reflected in the outcomes improvement plan.

Proposed Structure (still to be agreed)



5. Which organisations and individuals will be involved across East Renfrewshire's statutory, non-statutory and community sectors;

The table below lists the statutory and non-statutory partners that will plan and deliver community justice services under the new local set up. The Community Justice Partnership Group will operate at a strategic high level, although will initially function as the transition group until the task of developing the new partnership and the outcomes plan has been completed. The status of officers representing agencies are listed too although this may change as the group moves through the initial shadow year. Terms of reference will be drawn up to define membership, determine roles/responsibilities and confirm governance and lines of accountability.

East Renfrewshire Community Justice Partnership – Agencies and Officers		
Statutory Partners	East Renfrewshire Council (includes Housing Services, Education Services, Community Learning and Development, Community Planning)	Team Manager Housing Services Team Manager Young People's Services Team Manager CLD
	East Renfrewshire Health and Social Care Partnership (Integrated Joint Board)	Criminal Justice Service Manager ERHSCP Planning Officer
	Police Scotland	Chief Inspector
	Scottish Fire and Rescue Service	Group Manager
	Skills Development Scotland	Regional Manager
	NHS Greater Glasgow and Clyde Health Board	TBC
Non-Statutory Partners	Department for Work and Pensions/Job Centre Plus	TBC
	Scottish Prison Service	TBC
	East Renfrewshire Community and Leisure Trust (sports and leisure, libraries)	TBC
	Further Education Colleges	TBC
	Barrhead Housing Association	Local Manager
	Local Employability Partnership	TBC
Third Sector/ Community	East Renfrewshire Alcohol and Drug Partnership	Service Manager - HSCP
	Voluntary Action East Renfrewshire	Chief Officer
	Women's Aid East Renfrewshire	Manager
	Turnaround (Turning Point Scotland)	TBC
	Secure Care Providers	TBC

	SACRO	TBC
	Renfrewshire Association for Mental Health	TBC

6. How partner resources will be leveraged to support change and innovation locally, making the most effective use of transition funding.

Partner agencies – statutory and non-statutory – have been informed of the changes that will be brought about by the new legislation and the new community justice model and national strategy. They have been updated periodically about the new requirements that have been emerging and as a consequence are aware that new expectations will have to be met, mostly by existing resources from within current budgets. We are, of course, in receipt of a transition fund of £50,000 per year for three years to support the change process - this will support planning and development assistance and managerial support, which we have now confirmed.

Initially the most important resource commitment from partners will be appropriate staff time to participate in the Transition Group activity and the general development of the new East Renfrewshire Community Justice Group. Resource implications will become more evident as partners, along with users of services, offenders, victims and communities begin the planning process to create the new East Renfrewshire Outcomes Improvement Plan. The plan will detail the resources needed to meet the outcomes that have been agreed. The plan will be prepared over the next year and launched in early 2017.

East Renfrewshire Community Justice Transition Group Timetable	
Final Transition Plan submitted to Scottish Government	January 2016
1 st Meeting of Transition Planning Group (Group will meet approximately monthly in transition period)	February 2016
1 st Learning Event and Workshop	March 2016
Prepare Outcomes Improvement Plan draft	March/April/May 2016
2 nd Learning Event - Service User/Community Engagement	June 2016
Draft Outcomes Improvement Plan consultation period	July/September 2016
Await passing of Act and launch of national strategy to revise Draft Plan	September/November 2016
3 rd Learning Event and Workshop – raise profile of new plan	October/November 2016
Final Outcomes Improvement Plan seeks approval at Council Committee/Integrated Joint Board	January 2017
New Community Justice Partnership Group and Outcomes Improvement Plan 2017/20 launched	April 2017