

Criminal Justice Committee  
Wednesday 9 October 2024  
31st Meeting, 2024 (Session 6)

## Community Justice Scotland and Social Work Scotland – Pre-budget Scrutiny

### Note by the clerk

#### Introduction

1. Each year, subject committees in the Parliament carry out pre-budget scrutiny in advance of the publication of the Scottish Government's budget for the forthcoming financial year.
2. The aim is for the committees to collect evidence on spending priorities and make recommendations to the relevant Cabinet Secretary before the Scottish Government finalises its budget.
3. At this evidence session on the proposed 2025/26 budget, the Committee will hear from:
  - Karyn McCluskey, Chief Executive, and Keith Gardner, Specialist Advisor, Community Justice Scotland
  - Lynsey Smith, Chair, Social Work Scotland Justice Standing Committee
4. At subsequent meetings in the autumn, the Committee plans to hear from other organisations within the criminal justice sector and then from the Cabinet Secretary for Justice and Home Affairs. Thereafter, the Committee will produce a short report with its recommendations.
5. The written submission that have been submitted from the above organisations are set out in **Annexe A** to this paper.

#### Focus of the Pre-budget Scrutiny

6. Last year, the focus of the Criminal Justice Committee was a general one on the financial pressures on organisations in the criminal justice sector. The Committee's report is [published online](#).
7. This year, the Committee is again focusing on the financial pressures facing organisations in the criminal justice sector and views on the main priorities for 2025/26. Of particular interest to the Committee is the pressure on capital budgets and investment in policing, the fire and rescue services, prisons, courts, community justice, criminal social work and the third sector.

**CJ/S6/24/31/4**

**Action**

8. Members are invited to discuss budget matters with the witnesses at today's meeting.

**Clerks to the Committee  
October 2024**

## **Annexe A: Submission from Social Work Scotland and COSLA**

COSLA is a Councillor-led, cross-party organisation, representing all 32 Councils in Scotland, which champions Councils' vital work to secure the resources and powers they need. COSLA works on Councils' behalf to focus on the challenges and opportunities they face, and to engage positively with Governments and others on policy, funding and legislation. We're here to help councils build better and more equal local communities. To do that we want to empower local decision making and enable Councils to do what works locally.

Social Work Scotland is the professional body for social work leaders, working closely with our partners to shape policy and practice, and improve the quality and experience of social services. The Justice Standing Committee has member representation across JSW services in Scotland and we work collectively to help make communities safer.

### **Introduction**

1. We would like to thank the Committee for providing the opportunity to inform its pre- budget scrutiny of the 2024-25 Scottish Budget. This is a joint COSLA and Social Work Scotland response.
2. Justice Social Work (JSW) works in line with the Scottish Government's National Strategy for Community Justice and Delivery plan which aims to optimise the use of diversion and other interventions at the earliest possible opportunity. JSW supports the use of robust alternatives to remand and custody through the provision of person-centred community supervision and targeted interventions. The recently published Community Justice Performance Framework reflects the outcomes for individuals and communities that JSW strives to achieve, which is challenging within existing budgets.
3. This submission builds on points already highlighted to the Committee in our joint response to the Convener's letter of 6 March 2023 seeking further information from COSLA to feed into your Action Plan. Some of the points raised in that submission are of relevance to the Committee's pre-budget scrutiny of the 24-25 budget, and are therefore replicated in this paper.
4. On 30 June 2023, COSLA and the Scottish Government signed the Verity House Agreement, which sets out how Scottish and Local Government will work together to address shared policy priorities, changing the way we work together and how we engage with each other. The Agreement commits both parties to:

- a. a default position of no ring-fencing or direction of funding from this point onwards, unless there is a jointly understood rationale for such arrangements
  - b. consulting and collaborating as early as possible in all policy areas where Local Government has a key interest, as well as early budget engagement with an underlying principle of "no surprises"
  - c. through a new Fiscal Framework, establishment of clear routes to explore local revenue raising and sources of funding, and wherever possible the provision of multi-year certainty to support strategic planning and investment.
5. In the context of the Agreement, Local Government has an expectation that many of the structural issues raised in our previous submissions, both for JSW and for Local Government funding in general, will start to be worked through jointly as we approach the Scottish Budget 2024/25 and subsequent budgets. Only by working together to tackle shared priorities will Scottish and Local Government be able to achieve better outcomes for people.
6. However, as the Committee's Call for Views acknowledges and is reflected throughout this response, these aspirations are set against the context of an extremely challenging position for Scotland's public finances, as well as the cost-of-living crisis and other pressures relating to pay, inflation and rising demand for services.

### **Key Messages**

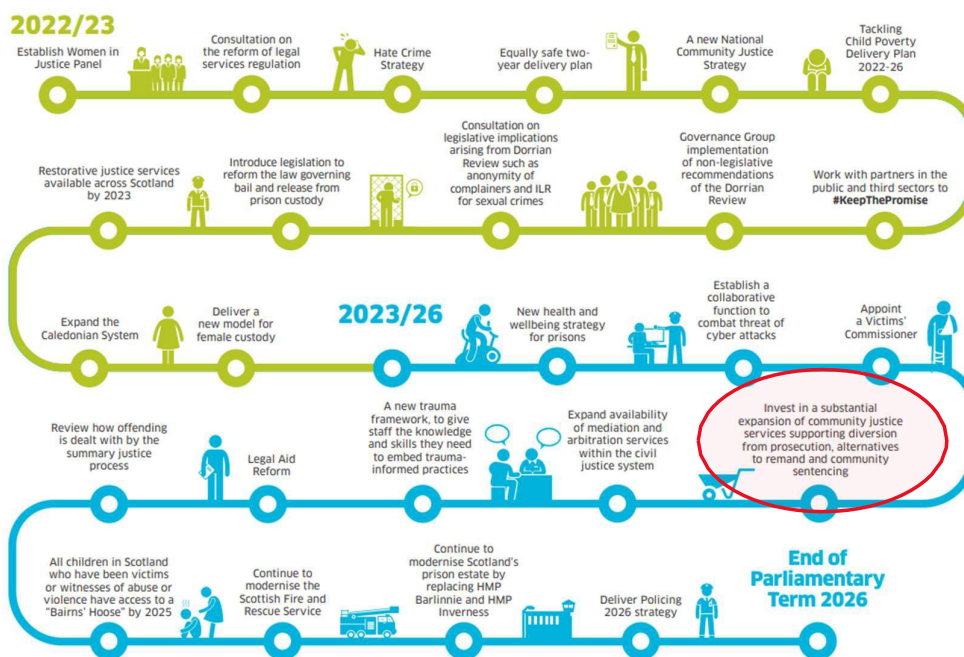
- The Scottish Government's Vision for Justice includes a commitment to a "*substantial expansion of community justice services supporting diversion from prosecution, alternatives to remand and community sentencing*" in the 2023-26 period. We are keen that upcoming budgets are aligned to this commitment and enables local authorities to begin delivering this expansion.
- A compounded problem has grown from the funding for JSW (Section 27), which has fallen short over a number of years of meeting the expenditure requirements of the service.
- The Community Justice Strategy and Delivery Plan, alongside forthcoming legislation in relation to Bail and Release from Custody (Scotland) Act, has significant implications for resourcing across JSW.
- Work demands, vacancies and increasingly complex caseloads are placing pressures on a depleted and tired workforce.

- JSW funding arrangements need to be reviewed and improved, as they are currently very fragmented. There is a need to assess the resource requirements of the service to ensure it is properly funded, including taking into account the impact of inflation. Consideration should be given to including Prison-Based Social Work Services within the Section 27 financial allocation.

**Q1: Your views on the extent to which spending priorities in the criminal justice sector are being met in 23/24 and whether these continue to be the right priorities.**

7. The Scottish Government’s Vision for Justice, published in February 2022, includes a visual routemap to a transformed justice system by the end of the Parliamentary term in 2026. We would like to draw the Committee’s attention to one of the commitments for the 2023-26 period:

*“We will invest in a substantial expansion of community justice services supporting diversion from prosecution, alternatives to remand and community sentencing”*



8. It is our view that the 23/24 spending priorities are not fully in line with the above commitment.

9. According to the Scottish Government’s Resource Spending Review framework (RSR), covering 23-24 to 26-27, we were to expect a flat cash settlement for all parts of the justice sector in 23-24. However, the 23-24 budget showed some increases for key parts of the system, except for justice social work. An overview of the key elements of the 23- 24 Scottish budget for justice is provided below:

<b>What</b>	<b>22-23 Budget £m</b>	<b>23-24 Budget £m</b>	<b>Change £m</b>
<b>Criminal Justice Social Work</b>	86.5	86.5	No change
<b>Total - Community Justice</b>	48.3	49.6	+ 1.3
<b>Scottish Prison Service</b>	476.4	540.8	+64.4
<b>Scottish Courts and Tribunals Service</b>	134	147.6	+13.6
<b>Scottish Police</b>	1,368.3	1,449.3	+81

10. We are of the view that the substantial investment towards the expansion of safe and fair community justice interventions by 2026 that the Scottish Government has committed to in the Vision for Justice is yet to materialise.
11. We fully acknowledge the current challenge in the justice system of needing to address immediate pressures (i.e. having the second highest prison population in Western Europe, court backlogs as a result of the pandemic), while also having to focus on reducing the rate of offending and victimisation in the first place. We also recognise that both Local Government and its public sector partners (including SPS and Police Scotland) are looking for opportunities to maximise partnership working where appropriate and rethink service delivery models due to a very difficult overall budgetary landscape.
12. Nonetheless, the current spending trend in the criminal justice system will make it more difficult to achieve the Scottish Government's ambition of a "just, safe and resilient Scotland", where we "work together to address the underlying causes of crime and support everyone to live full and healthy lives". We believe that a rethink of our justice spending priorities is needed over the remainder of this Spending Review period and beyond for partners across the justice and third sector to be able to fully deliver the Justice Vision.

*The impact of the 23-24 Budget on local authorities' work to reduce reoffending, promote reintegration, and address the underlying causes of crime*

13. This section will focus on the overall impact of the 23/24 budget on local authorities' community justice and public protection functions, with a specific focus on Justice Social Work (JSW).
14. The total 23-24 funding for local authorities for justice social work (JSW) in

23-24 sits at £123.6m.

15. The £123.6m includes £15m Recover, Renew, Transform (RRT) funding intended to support pandemic recovery and transformational work. The £15m was first allocated in 2022-23. Scottish Government has committed to this level of funding remaining in place for JSW, comprising the JSW baseline funding of £108m, plus the additional £15m, for the remaining part of the Spending Review Period (2023-24 to 2026-27). However, in 23- 24, £1m of the RRT funding has been used to fund the bail incentivisation scheme, which has meant that the overall JSW funding in 23-24 has seen an estimated cut of approximately £1.6m compared to 22-23. A breakdown of JSW funding lines is included at Appendix A.
16. The National Outcomes & Standards for social work services in the criminal justice system (NOS) (Scottish Government 2010) sets out 3 outcomes:
  - i. Community safety and public protection
  - ii. The reduction of re-offending
  - iii. Social inclusion to support desistance from offending
17. During July/August 2023, a survey was issued to all JSW managers across LA areas in Scotland, asking for views on the Section 27 JSW financial allocation and some other related matters. The following is a snapshot of some of the views:
  - 85% noted a shortfall in the Section 27 allocation, with 81% stating that no additional financial support or subsidy was available from their LA;
  - 77% noted a shortfall in the financial allocation specifically for the Caledonian System with 95% stating that the funding does not reflect the demand for domestic abuse services in their LA area (“the CS grant allocation has not increased in 15 years”);
  - 50% stated that funding to the third sector would need to be reduced or not be commissioned at all due to budget pressures, and
  - Almost 62% of JSW managers had little confidence that they could provide prevention services in line with Scottish Government Community Justice Strategy and Delivery plan.
18. In its [2019 submission](#) to the Criminal Justice Committee, Social Work Scotland argued that “there have been several practice developments in the last 10 – 15 years that have had a significant impact on CJSW workloads and the ability of services to work effectively with individuals and are not fully funded. Since 2019, there have been further developments in practice. An overview is provided below:

- **Structured and accredited risk assessment tools** – a range of tools have been introduced, all of which require substantive training and time to complete, including the Level of Service & Case Management Inventory (LS/CMI).
- **MAPPA** – the Multi-Agency Public Protection Arrangements require significant commitment from JSW, from joint visits and assessment with Police Scotland, attendance at meetings to comprehensive risk management plans.
- **ViSOR (to be replaced by MAPPS in 2025-26)** – this electronic Home Office sex and violent offender register requires social workers to regularly input information. There will be substantial resource implications as ViSOR is phased out and MAPPS is introduced as an internet-based system. The additional resource requirements for justice social work to input data into this system have yet to be calculated.
- **Internet Offending Programme** - eight local authorities are piloting a new framework for assessing men convicted of offences involving indecent images of children. The pilot started in June 2022 and will conclude in mid-June 2024. It is being overseen by a multi-agency group, chaired by the RMA.
- **Order of Lifelong Restriction (OLR)** – introduced to manage the risk of individuals posing the very highest risk of serious harm. Local authorities are responsible for managing individuals in the community subject to an OLR and are required to commit significant resources to manage these individuals and submit ongoing detailed risk management plans to the Risk Management Authority for approval. Whilst the numbers in the community are currently small, this will likely only increase in coming years.
- **Moving Forward: Making Changes (MF:MC)** - this sex offender programme requires significant resource both from teams delivering the group work programme, but also, and crucially JSW social worker case managers. This programme is currently being reviewed and updated and JSW is making a key contribution to the design, testing and training of the new MF2C - Moving Forward to Change.
- **Caledonian System** for men convicted of domestic abuse related offences – this accredited domestic abuse programme places significant demands on JSW social worker case managers (for example, they are responsible for delivering the lengthy pre-group programme work that is not covered by the Caledonian funding). The programme itself is an intensive approach to work with men who are perpetrators of domestic abuse as well as support services for women and children. (Case example – Appendix B)
- **Multi Agency Risk Assessment Conferences (MARAC)** – protecting victims of domestic abuse, MARAC requires significant input from JSW, including chairing and attending meetings, providing background information and contributing to action plans.



- **Multi-Agency Task & Coordination (MATAC)** – focussing on perpetrators of domestic abuse, this is a further additional commitment for JSW.
- **Extended presumption against short term sentences** to 12 months or less in 2019, unless the court considers that no other sentence is appropriate. The aim is to increase the use of more effective methods of both addressing offending and rehabilitation, such as Community Payback Orders (CPOs). JSW supervises individuals subject to a CPO.
- **Throughcare Assessment for Release on Licence (TARL)** – TARL offers a framework and structure which guides co-production and collaboration work between community and prison based Social Work staff which will strengthen risk assessment, risk management and the overall quality of the report. This work requires the skills of a qualified and experienced social worker.

### **Increased pressures on Justice Social Work services**

19. We understand from engagement with JSW managers that teams locally are stretched and facing the consequences of tight budgets that do not meet increasing pressures on service delivery. Additional demands include:

- **Increased volume of complex cases** - the nature and complexity of the work with individuals is becoming more challenging as a result of more serious offending and dealing with enhanced levels of risk and harm. This includes individuals with significant substance problems, mental health, trauma and issues relating to gender-based violence.
- **Diversion from prosecution** – As highlighted in the [joint review of diversion from prosecution](#), there has been a 12% increase in cases from 2019-20 to 2020-21. This rise is likely linked to changes in prosecution policy in 2019. Prosecution policy now states that diversion should be considered for all people where there is an identifiable need that has contributed to their offending, and which can best be met through diversion. The Review noted that should referrals in such cases rise, justice social work will require to provide more specialist interventions, often requiring the skills of qualified social workers rather than paraprofessionals. This will also require additional resources. While some felt ready to meet this demand, many frontline justice social work staff raised concerns about their capacity to manage an increase in diversion referrals increase in the number of complex cases, requiring detailed assessment and the experience of a qualified social worker rather than a paraprofessional.
- **Structured Deferred Sentences** – development of this service across various areas with less capacity to afford Third Sector involvement.

- **Arrest Referral** – a critical early intervention/prevention service which cannot be prioritised by a number of LAs due to other statutory demands.
- **Electronic Monitoring** – can work well alongside supervision as an alternative to remand and custodial sentence but requires an experienced and well-trained workforce to deliver.
- **Intensive Support packages** – this is a public protection service, targeted towards those presenting the highest risk of serious harm in the community where there is a multi-agency view that the risks cannot be safely managed without additional support and measures in place. This often means the commissioning of an additional service to support, supervise and monitor an individual. The cost can be in excess of £200,000 for six months where there is a double staffed service. This cost is not accounted for in budget allocations and a request is usually made of the SG to assist. However, 10% of the costs must be met by the LA.
- **Pressures of under resourcing in Prison-Based Social Work** – there is currently a backlog of parole reports within the system, due to under funding and workforce issues. This service is commissioned by the SPS, but consideration should be given to consolidating this service into the section 27 budget, while taking account of the changing nature of the prison population in some areas.
- **Workforce recruitment and retention issues** - As highlighted in [Social Work Scotland's Setting the Bar](#) report, there are increasing concerns from the profession that social worker workloads have become less manageable, that the workforce is ageing and that a quarter of entrants to the profession leave around the 6-year point. Social workers surveyed for the research provided feedback noting some workers have a sense of moral distress in working in ways that do not align with their professional values. COSLA Leaders have committed to improvements to support the social work workforce, through joint work with the Scottish Government and others. The development work around the proposed National Social Work Agency (NSWA) is now providing a focus for these discussions. NSWA Workstreams, including those on Workforce, and Education and Training, are developing workplans as of summer 2023, with a focus on recruitment and retention and enhanced training options and opportunities, with resources to support these system improvements to be quantified and identified.
- **New policy areas and legislation:**
  - a. Bail and Release from Custody (Scotland) Act - awaiting Royal Assent – once implemented, this Act will have an enhanced role for JSW in providing information to courts in relation to bail decisions as well as additional responsibilities in relation to release of long-term

prisoners on temporary licence. An increase in Home Detention Curfew (HDC) is also anticipated.

- b. National Care Service Bill – at the time of writing this submission, Scottish Government has reached an initial agreement with Local Government and the NHS about accountability arrangements for the NCS. Overall legal accountability will be shared between Scottish Government, the NHS and local government. Staff will continue to be employed by local authorities, and councils will still be responsible for assets like buildings and the delivery of services.
  - c. Community Justice Strategy and Delivery Plan, with a focus on prevention and public protection.
  - d. Policy drivers involving young people and others in the community justice space - UNCRC, The Promise, GIRFEC, GIRFE, the Human Rights Bill.
20. The cumulative impact of these factors weighs on JSW delivery of alternatives to custody and public protection at a local level and means that a close and urgent look at resourcing for the service is required.

**Q2: Your views on the spending priorities and challenges in the next financial year 2024/25 and whether the spending allocated to your organisation and/or the criminal justice sector more widely is sufficient**

21. The availability of adequate funding over the short and medium term is critical to allow teams to be in the best possible position to deliver and work effectively with partners, including the third sector. Should there be no increase to funding available to Justice Social Work services in 24/25, we are concerned that the ongoing pressure on the service will likely have the following impacts:
- **Increased focus on “core” statutory functions at the expense of more targeted, preventative services** and behaviour change programmes, such as diversion from prosecution, structured deferred sentences, Caledonian System. This will have an impact on achieving Scottish Government’s national aims for community justice set out in the Community Justice Strategy.
  - **Inability to unlock the full potential of services offered by third sector partners** according to identified local need and priority, e.g. mentoring services or offending behaviour programmes. The ability to commission the services of the third sector is greatly reducing due to budget pressures and a lack of inflationary increases into the section 27 allocation.
  - **Missed opportunity to maximise ‘value for money’ in our justice system** by investing in community interventions. Scottish Government [analysis](#) published in December 2019 showed that in 2016/17 the average prisoner place cost £37,334 per year, while the most used

community sentence, a community payback order, cost around £1,894. While these figures are not up-to-date, they provide a useful comparison of the cost of custody versus community interventions. Further examination by the Funding Review Group, convened by the Scottish Government, would be helpful.

- **Lessened judicial confidence in community sentencing** – In its “judicial perspectives of community-based disposals” 2021 [paper](#), the Scottish Sentencing Council indicated that sentencers feel that the sentencing process is generally well supported by justice social workers, who they understand are often carrying out a difficult task in challenging circumstances. However, they pointed out that *“the engagement we have carried out suggests that one of the greatest challenges to judicial confidence in community-based disposals concerns limitations of resources to support their management and delivery”*.

22. In order to demonstrate the process, decision-making and challenges faced by JSW managers as a result of current funding arrangements, a brief case study is provided at Appendix C to this submission. It is a similar journey for the other 31 Local Authorities, although geography and size of local authorities will have a bearing on decisions.

23. As highlighted in our April 2023 letter to the Committee, there are a number of areas which we believe Scottish Government should consider to help improve JSW funding arrangements. These are set out in detail for the Committee’s awareness at Appendix D but the headlines are:

- i. All JSW funding, including the additional £15m Recover, Renew and Transform (RRT) funding, should be consolidated and baselined in the Local Government Settlement.
- ii. There is a need to thoroughly assess the resource requirements of the service to ensure it is properly funded.
- iii. The core JSW specific grant of £108m has not been updated for inflation for many years and this should be addressed.

24. In her response to these points, the Cabinet Secretary acknowledged that the increased use of community interventions does lead to increased demand for JSW services. The response included a commitment from Scottish Government to work in collaboration with partners to maximise the use of available resources for the delivery of the Community Justice Strategy. The Cabinet Secretary recognised the validity of the issues raised in the submission and committed to discussions with COSLA in the context of the Verity House Agreement, with critical input from Social Work Scotland and other key stakeholders, which we welcome.

**Q3: Your views in particular on the adequacy of capital spending budget allocations and investment.**

25. There are challenges to capital budgets across local authorities' estates and more detail can be found in the COSLA, SOLACE, Directors of Finance response to the Finance and Public Administration Committee – Pre-Budget Scrutiny 2024-25.

**Q4: Any other comments you may wish to make on the budget situation in the criminal justice sector**

26. While the focus of this call for views is rightly on the justice budget, we would urge the Committee to also consider the broader context in which offending takes place. As stated in the Vision for Justice, we ultimately need to *“work together to address the underlying causes of crime and support everyone to live full and healthy lives”*.
27. Given that public sector resources will inevitably continue to shrink, as predicted by the Fiscal Commission's latest forecasts, prevention and early intervention will become the most cost-effective way of delivering our criminal justice services. The alternative is an increasing burden on the public purse to police and imprison individuals who are often the most vulnerable in our communities.
28. Lack of investment in preventative approaches, both in and beyond our justice system, is also likely to compound the pressures on health services in the future. Scottish Government-commissioned [research](#), published in 2022, looking at the health and social care needs among Scotland's prison population found a high level of health and social care needs and a high level of comorbidity (having more than one mental health, physical, social care or substance use related need).
29. While we recognise that there will always be a place for policing and prison services, these should incrementally become interventions of last resort to ensure public safety. Instead, we need to progressively shift towards holistic and sustained investment in the core services that we know can help people lead healthy, purposeful and safe lives, such as housing, employment, mental health, drug and alcohol services. Investment in Local Government as a whole will be crucial to support this. For a detailed overview of financial pressures on the Scottish Budget for 2024-25 and their impact on Local Government, Committee Members are invited to refer to the COSLA, SOLACE, Directors of Finance response to the Finance and Public Administration Committee – Pre-Budget Scrutiny 2024-25.
30. Finally, as highlighted throughout this submission, we believe that Justice Social Work funding arrangements need to be reviewed and

improved as one of the critical steps required to maximise and strengthen the use of community disposals. We suggest that the areas below should be considered, and look forward to working in partnership with the Scottish Government to consider how best these can be progressed over coming months, in the context of the Verity House Agreement:

- Further scrutiny by the SG into the provision and implications of a flat cash settlement to JSW.
- All JSW funding, including the additional £15m Recover, Renew and Transform (RRT) funding, should be consolidated and baselined in the Local Government Settlement.
- Annual inflationary increases should be built into the Section 27 grant in order to be effective and efficient in the delivery of services.
- The resource requirements of the service should be assessed to ensure it is properly funded, including calculation of unit costs, to ensure professional delivery of services which result in positive outcomes for communities.
- A financial impact analysis which addresses the impact of inflation on the specific grant of £108m is essential, taking account of wide-ranging pressures on delivery of services, outcomes, workforce and staff recruitment/retention.
- A review of non-core, ring-fenced specialist funding in order to demonstrate that it is flexible to meet need, remains relevant and sufficient to meet the year on year demand for services (for example - Caledonian System).
- Review the implications and case for prison-based social work being included in the S27 specific grant rather than a service commissioned by SPS.

**September 2023**

**Appendix A – Table 2: Overview of Justice Social Work Funding for LAs in 22-23 and 23-24**

<b>Table 2: Overview of Justice Social Work Funding for Local Authorities in 22-23 and 23-24</b>					
<b>Policy focus</b>	<b>2022-23</b>	<b>2023-24</b>	<b>Difference</b>	<b>Purpose</b>	
<b>Section 27 Justice Social Work (JSW) funding</b>	<b>£108.3m</b>	<b>£108.3m</b>	<b>No change</b>	This is the main JSW funding distributed through a funding formula. It includes £4m of funding to support Bail Supervision, Structured Deferred Sentences and Diversion from Prosecution. Please note that £86.450m out of the £108m is included in the Local Government settlement, while £21.899m sits outwith the settlement.	
<b>Recover, Renew, Transform (RRT) funding</b>	<b>Recover, Renew, Transform (RRT) funding</b>	<b>£11.8m</b>	<b>£11.8m</b>	<b>No change</b>	To support and bolster recovery efforts following the pandemic and support recovery work. RRT funding is distributed using the justice social work Section 27 funding formula but sits outwith the Local Government settlement.
	<b>RRT funding to support Bail Services</b>	<b>£3.2m</b>	<b>£2.2m</b>	<b>- £1m</b>	To support bail assessment and supervision services in 23/24.
<b>Bail Incentivisation Scheme</b>	<b>£1.1m</b>	<b>£1.00m*</b> Estimate as this scheme is demand led	<b>- £0.1m*</b> Estimate as this is demand led	The Bail Incentivisation scheme to support bail supervision was introduced in April 2019 totalling £1.65 million over 3 years. It was due to end in 2021-22, but it was agreed this should continue, to mitigate the impact of the pandemic on services and this was agreed by COSLA Leaders in January 2023. In order to fund the scheme, £1m was used from the £15m RRT funding.	

<b>Structured Deferred Sentences (SDS) Incentivisation Scheme</b>	<b>£0.8m</b>	<b>£0.3m*</b> <b>Estimate as this scheme is demand led</b>	<b>- £0.5m*</b> <b>Estimate as this scheme is demand led</b>	The SDS Incentivisation scheme was introduced in April 2021 to support the use of SDS and wider rollout
<b>Total</b>				
<b>2022-23</b>	<b>2023-24</b>	<b>Difference*</b> <i>Estimated, as this includes funding for the bail incentivisation and SDS schemes, which are demand led.</i>		
<b>£125.2m</b>	<b>£123.6</b>	<b>- £1.6m</b>		



## **Appendix B – Case Study on LA Management of the Caledonian System**

The following case example is provided by a medium sized Local Authority who operates the Caledonian System (CS):

- It is very difficult to assess the true cost of running CS as indirect costs such as HQ costs, buildings, recording of group work, IT set up, indirect staffing and running costs as well as management oversight are not taken into account.
- This single local authority is facing a £79k shortfall in the budget, but when the above elements are taken into account, the shortfall is much greater. When this is multiplied by the number of local authorities running the Caledonian System, it is a substantial shortfall across the country.

### **Caledonian and Groupwork Issues**

There are continual staffing issues within the CS team. These primarily relate to team leader and QSW grade.

From a practice and programme integrity perspective, this means that groupwork needs to be suspended and concentrate on the 1-1 contact work with service users. This can result in social workers from the locality teams having to pick up some cases, who are not CS trained in order to support the statutory CPO requirements.

This has resulted in a stop/ start approach to case management and impacts on the consistency of the offence-focused work for service users. There is sufficient time to complete the orders with the programme work, initially, but should another 6 months be required then this will mean that some orders will require to be returned to court with non- completion of programmed work. This is likely to result in complaints from Sheriffs in relation to service provision and seriously impacts on the credibility of the staff and the service. This is not the approach to addressing gender-based violence outcomes which we would want to promote, but it is resource driven.

### **Caledonian KPIs**

The data inputting to support the CS is vast, for which there is no additional funding. Recently JSW have been sent the report of missing data on the Community Justice Scotland CS reporting system and been advised key areas will be reported on regularly as a means of tracking the delivery of the system and compliance with key programme processes (e.g. completion of risk assessments and psychometric tests). Whilst the data is useful, the quality assurance work required to ensure we are complying with all data input is resource intensive and the service will not manage to complete all backdated data entry. With no additional resources provided, this diverts staff from actually delivering the programme.

**Caledonian Short Term Contracts**

One of the biggest areas of challenge at present relates to the year-on-year funding provision of third sector commissioned services (women and children's support). Attempts have been made to arrange 3-year contracts however this is difficult given that Section 27 budget allocations are dispersed year on year which makes planning and staff retention very difficult. Third Sector have experienced difficulties in providing consistent staffing due to the short-term nature of the funding which creates staffing gaps and limited services to families. This is showing no sign of improvement and would be better if the SG gave dedicated funding to both these areas for 3 -5 years to allow secure contracts to be commissioned.

## Appendix C – LA Case Study on JSW Budget Pressures

The purpose of the following case study is to demonstrate the process, decision-making and challenges for one JSW manager, leading a busy JSW service in Scotland. It is a similar journey for the other 31 Local Authorities, although geography and size of local authorities will have a bearing on decisions.

### JSW Budget 2023/2024 – Timeline

- December 2022 – notification of indicative section 27 grant allocation received from SG Community Justice Division
- 28 February 2023 - confirmation of grant allocation following Parliamentary approval on 21 February 2023. It is a mix of permanent and temporary funding.
- A number of staff on temporary contracts have already been issued with notice due to contract end date on 31 March.
- It is a flat rate budget allocation with no inflationary uplift, as has been the case for many years, so there are compounded pressures on the budget.
- The immediate question in JSW manager's mind is how the pending pay settlement will be affordable and at what cost to the overall budget - 86% is made up of salary costs. If there is no inflationary increase, the JSW budget will overspend substantially.
- A management fee payable to the LA also needs to be factored in and top sliced from available funding. The fee covers access to corporate services such as payroll, HR service, legal advice and other necessary functions.
- A decision needs to be made about what will not be achieved and what the priorities require to be with a contracting budget.
- The section 27 funding allocation is ring-fenced, but the flat-cash settlement means that there *must* be a reduction in expenditure to afford the pending pay award.
- The real terms year on year reduction in funding had previously been met by vacancy management arrangements but the compounded impact of reduced funding calls for more robust measures, including a reduction in the number of posts and other contractual arrangements.
- Review of existing staffing establishment to assist with balancing the budget: removal of historical posts, removal of certain current vacant posts, end to some commissioned services, end of temporary contracts, re-deployment of a number of posts. This relates to Qualified Social Worker, Social Work Assistants, admin posts and others.
- Service implications of flat-cash settlement and removal of a number of posts has a significant impact on meeting statutory obligations such as court reports, community supervision (CPO) and through-care services (Parole). This situation is exacerbated due to a number of staff being

absent due to sickness and maternity leave, leaving existing staff morale at an all-time low.

- Difficult decisions to be made on viability of prevention services, while very important, are a lower priority when resources are significantly reduced.
- JSW manager requires to set priorities - public protection is paramount, cases must be allocated with a RAG status to allow for safe and manageable risk management. Reporting clinics set up for certain individuals on CPOs, pressure is on UPW service with little scope to develop personal placements, ability to meet the requirements of the Caledonian system and associated data capture is resource intensive and difficult to achieve.
- Development work in relation to GBV and domestic abuse has to be halted.
- A review of commissioned services gets underway - current third sector services are no longer affordable.
- The JSW manager is very concerned about what all these changes are doing to the experienced staff group who have not only increasing caseloads but a growing number of cases which are characterised by multiple and complex issues such as mental health, trauma and substance use.
- Entering the new financial year, the JSW manager has grave concerns, working with a reduced budget and demoralised staff group. It has become a fragile local landscape of high demand, vulnerable communities and a workforce on their knees.

## Appendix D – COSLA and Social Work Scotland Suggested Areas for Improvement to JSW Funding Arrangements

- i. **All JSW funding, including the £15m RRT monies, should be consolidated and baselined in the Local Government Settlement.** Currently, it is only £86.450m that is included in the settlement for JSW. The remaining funding is all outwith the Settlement, which can be seen at p.11 of the 23-24 [Local government finance circular](#). Feedback from LAs on the additional RRT Covid-19 funding has been overwhelmingly positive. As the Scottish Government has confirmed its intention to maintain this level of JSW funding for the remaining part of the Spending Review Period, it would only be sensible for all JSW funding to be consolidated under one heading in the Settlement. We strongly believe that **JSW funding is currently overly complex and fragmented**, as shown in the table at Appendix A. With separate funding streams come separate spending directions and reporting requirements, which further limit local authorities' ability to deliver and allocate resources as needed, depending on local demand.

We urgently need a more coherent and less cluttered funding landscape for JSW, and therefore a helpful first step in that direction could be to bring all of the JSW funding together into one funding stream. The ability to use funding flexibly, in a way that is proportional to demand and needs in local communities would be welcome.

- ii. While we very much welcome the additional funding that has come forward as a result of the pandemic, we believe that **there is a need to thoroughly assess the resource requirements of the service to ensure it is properly funded.**

Indeed, the most recent local authority financial returns (LFR03) show that councils have a net revenue expenditure on justice social work services, as shown in the table below.

	<b>2021-22</b>
	<b>£thousands</b>
Gross Expenditure adjusted for LFR Purposes	149,411
Gross Income adjusted for LFR Purposes	-137,828
Net Revenue Expenditure on a funding basis	11,583

This in turn suggests that there is a potential funding pressure within the system and that councils are having to meet an element of the costs of providing JSW services locally. This strengthens the argument for work to be undertaken to assess the cost pressures

facing JSW and the extent of the current ‘funding gap’.

Social Work Scotland articulated this issue very clearly in their [Stage 1 Submission on the Bail and Release from Custody Bill](#), stating that:

***“The true cost of delivering the full suite of justice social work services is essentially unknown. Where unit costs are used as part of the current funding formula (50% of which is made up of workloads to determine the allocations to local authorities from the approximate £108m for JSW annually) these are predicated on historical calculations dating from 2016/17 and are calculated by dividing total recorded expenditure on, for example, bail supervision across the 8 now defunct Community Justice Authorities by the volume of those disposals. Because many aspects of JSW that currently have no unit cost; this has led to additional targeted funding to support the development and expansion, for example, of bail- related services and alternatives to remand e.g. electronic monitoring assessments for bail. But this is no substitute for properly costing out what is required to deliver aspects of the Bill and then funding that in its entirety, including the cost of delivering justice social work services more widely – this is what is required if Scottish Government wish to establish consistency of service provision and the associated quality, performance and outcomes.”***

- iii. Lastly, **the core JSW specific grant of £108m has not been updated for inflation for many years.** The spending power of this funding will be significantly affected by inflation, and we believe this is not being recognised in the current allocation. As stated by Social Work Scotland in their [submission to this Committee’s 23-24 pre-budget scrutiny call for views](#):

***“Unfunded high inflation is a problem for services in the current financial year and subsequent years, making it difficult to achieve the key policy objectives outlined in the National Strategy for Community Justice and the Scottish Government’s Vision for Justice in Scotland. It will inevitably affect JSW capacity to deliver services to courts, individuals and their families. JSW services are already struggling to run mainstream, statutory services with a depleted budget”.***

## **Annexe B: submission from Community Justice Scotland**

### **Introduction**

Community Justice Scotland is pleased to be invited to provide information to the Criminal Justice Committee to support its pre-budget scrutiny.

Community Justice Scotland is the national public body responsible for monitoring, promoting and supporting improvement in the provision of community justice.

Community justice is the collection of individuals, agencies and services that work together to support, manage and supervise people who have broken the law. We support the view that where it is safe to do so, people who commit certain crimes should receive community based sentences. Those services can include treatment for underlying issues such as drug or alcohol addiction, unpaid work, fines and compensation or restrictions of liberty such as electronic tagging and curfews.

Community justice also involves working with people who have not been convicted, such as those held on remand and individuals who can be purposefully diverted out of the justice system, by police and prosecutors, before court proceedings and into programmes that will help them avoid offending in the future.

The evidence shows that community justice interventions – more so than short prison sentences - help people to stop breaking the law and lead to higher rehabilitation rates, fewer victims and safer communities. Where people are supported and helped to address their offending behaviour, stay connected to, or build a connection with their communities, local support networks and personal relationships, then the evidence shows we create a more effective and fairer justice system which leads to lower rates of reoffending and fewer victims of crime.

Community Justice Scotland holds statutory duties to provide training, publicly promote the benefits of community justice and to monitor and support improvement in the achievement of community justice outcomes and advise Ministers on progress.

The delivery structure of community justice is local, based on multi-agency partnerships – Community Justice Partnerships – operating within each of the 32 local authorities in Scotland. CJS is the national lead organisation and its role is in part to support the local partnerships and the constituent national partner agencies to plan, monitor and report on progress being made in delivering the outcomes specified in the community justice strategy,

### **Pre-Budget Scrutiny Submission**

#### **Current Challenges**

Our criminal justice system is at the most fragile and fractured for many years. The burgeoning prison population is requiring unpopular and difficult decisions to be made. To achieve the shift that we require in justice, and to manage our finite resource, the door into prison needs to be smaller and the door out larger. This means that where it is safe to do so, we keep people in the community, in their homes and connected to the services that can help in rehabilitating them, reserving prison for those who would do us serious harm.

We are at present trying to stabilise a system in overload, with varying degrees of success, yet our constant focus on prison, and rearticulation of the problem leaves no space for broader system thinking and the need for community justice to be more visible, more responsive, more trusted and with more outcome metrics/measures across the system.

In this period of fiscal tightening the bare fact that a 12-month sentence will cost the public purse around £50,000 a year and a Community Sentence around £5,000 per year. Yet the fact that a Community Sentence will deliver a greater reduction in re offending than a short prison sentence should stop us in our tracks. It should prompt us to fundamentally shift how our criminal justice system operates: embark on a 'Community First' approach, focus on progression within the prison system and put the system on a path toward recovery. Keeping people in communities wherever possible reduces homelessness, connects people to primary health and third sector services that can aid them in rehabilitation.

It is our view that the current crisis in prisons is in no small part caused by the consistent underfunding of the community justice system over decades and that it can only be reversed by a renewed and sustained commitment to and investment in community based approaches to crime and justice.

Following the pre-budget scrutiny activity last year<sup>1</sup>, an additional injection of £14m funding was provided to support community justice services provided by local authorities and the third sector for fiscal year 2024/25. While all increases in funding are welcomed, especially in these difficult times, this was insufficient to even start the systemic shift in the justice system we need if we are to halt the seemingly inexorable slide toward permanent crisis.

COVID has become the stock response to questions about the current failures in many public services and the justice system is no exception. But we were involved in various justice sector bodies and multi-agency groups dealing with the prison crisis long before COVID emerged. COVID isn't to blame for the problems in the justice system – the way we do justice is at the root of that problem.

Issues like recruitment and retention, capacity for delivery beyond the core, and for creative collaboration and innovation, hinge on fundamental resourcing issues. Community justice resourcing for the public and third sectors remains a tiny proportion of justice funding overall. The funding streams that exist are complex, sometimes opaque, and often set on annual cycles that inhibit partner agency's ability to plan and sustain a skilled and experienced workforce.

In March 2024, Community Justice Scotland published its latest annual report on the achievement of Community Justice Outcomes (OAAR) across Scotland.<sup>2</sup> We highlighted that despite continued efforts to support service delivery in difficult times, challenges persisted, particularly in relation to the high prison population. We and others have shared a growing body of evidence with the Committee in recent years that demonstrated the increasing financial and resource pressures experienced by key community justice partners, such as the voluntary sector and local justice social work services. These difficulties are

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<sup>1</sup> <https://www.parliament.scot/chamber-and-committees/committees/current-and-previous-committees/session-6-criminal-justice-committee/meetings/2023/cjs62327>

<sup>2</sup> <https://communityjustice.scot/wp-content/uploads/2024/03/Community-Justice-Outcome-Activity-Annual-Report-22-23-Final.pdf>



further compounded by the challenges facing other public services outwith the justice system, many of which have essential roles in preventing offending and reoffending and are key community justice partners.

The ongoing pressures on the prison system are well-documented with emergency measures having to be taken to address the population crisis across the country. This has had a concomitant impact on the entire justice system and particularly the provision of community justice services which includes housing and other support services which will doubtless be evaluated by Scottish Parliament Committees in due course.

People come out of prison with a range of issues that they need support with. We anticipate that this pressure will not be reduced without further innovative solutions and CJS is working closely with partner agencies to develop and implement these. The need to respond quickly to the prison crisis has created additional resource pressures on all public bodies including CJS.

### **Expectations**

It will not be possible to address the current crisis without major investment in community justice services in future. Reducing the number of people entering (and re-entering) prison is dependent on having well resourced, accessible and sustainable interventions and services in our community, whether for those at risk of offending, serving a community sentence, or being released following a period in prison. Sustainable investment is also essential to ensure judicial confidence in community justice as a credible approach to dealing with people who offend. Without a longer-term investment in community justice, any reductions in the prison population in future are likely to be short lived, offering at best only a little breathing space before the next crisis.

As things stand, it is undeniably the case that currently community justice remains the poor relation of the extended justice family. It currently accounts for less than 2% of the overall justice budget for 2024/25 and current indications are that worryingly this may remain at standstill at best for 2025/26.

Alongside resources, however, there is a need to meaningfully shift our justice policy away from custody towards ensuring community approaches are put first. Despite the recent extension of the presumption against short sentences, sentences of under a year, which are inherently damaging and can do little to address an individual's offending, still equate to almost three quarters of all custodial sentences handed out in Scotland.<sup>3</sup> We would therefore call for an urgent review of the use of short prison sentences and the effect of the extension of PASS with a view towards significantly reducing their use. We would also welcome consideration of other changes to legislation and policy to ensure that community approaches are the default response to crime and offending whenever possible. The independent review of sentencing policy announced by the Scottish Government in June will be a key step towards this however any recommendations must be backed by a commitment to act by the Scottish Government on any recommendations.

Alongside this we must also undertake a system-wide rethink to how we approach crime and offending in Scotland.

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<sup>3</sup> [Criminal Proceedings in Scotland, 2021-22 – Updated - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/criminal-proceedings-in-scotland-2021-22-updated/pages/100.aspx)

Resources are needed to support and embed the Scottish Government's Transformational Change Programme on 'Shifting the Balance from Custody to community'<sup>4</sup>.

It is also apparent that more systems focussed, multi-agency partnership approach is required at a national level. This would reflect the effective multi-agency working that has been a longstanding feature at a local level for many years (eg CPPs, ADPs, LEPs) and has been the approach to support the local model of community justice (Community Justice Partnerships). The Committee may wish to consider whether funding should be provided to facilitate or require more national multi-agency working arrangements in areas such as data and information sharing.

Community justice is a core part of progressive and effective justice systems. Justice systems that are at least comparable with ours in delivering positive outcomes in relation to public safety and reassurance.

### **The Future**

The areas where CJS feels whole-system improvement is required in the following areas

- **Tackle Prolific Offending**
- **Smarter Justice**
- **A Strategic Centre**

#### **Tackle prolific offending**

1. **Slow the revolving door of prolific offending** by investing in high-quality drug and alcohol treatment within the justice system, providing intensive community supervision for prolific offenders, including for shoplifters with substance use issues at all parts of the justice system, reduce the numbers of women in the prison system by investing in dedicated problem solving courts;
2. **Improve our end-to-end response to domestic abuse**, by the continued roll-out of available effective Domestic Abuse programmes across Scotland, ensuring that the needs of both urban and rural areas are met expanding the use of specialised domestic abuse courts;
3. **Preparation for returning to the community for those serving long-term sentences** by developing effective mechanisms for progression to community access plus constructive and consistent through-sentence support to prepare for release, reintegration and license compliance.

#### **Smarter Justice**

4. **Prioritise early intervention**, enhancing Police Direct Measures, significantly increase and fund Diversion where suitable, providing better alternatives to remand;
5. **Use technology to increase compliance**, use behavioural insights and nudge to increase court attendance and reduce Failure to appear warrants and subsequent remand.
6. **Strengthen community justice**, by expanding the use of Electronic Monitoring, making Community Justice swifter and more visible;

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<sup>4</sup> <https://www.gov.scot/publications/vision-justice-scotland-three-year-delivery-plan/>

7. **Enhance use of structured deferred sentences**, using Community Information Tool to inform Sheriffs, Defence and COPFS in what is available across the country and mapping where services are absent.
8. **Revise and Enhance provision of Unpaid Work**, to provide availability for more community sentencing, broadening what work can be done within council areas, moving to same day, swift, visible UPW availability, investing in UPW workers, transport, PPE, etc.
9. **Keeping women in the community**, reduce children taken into care, commissioning the voluntary sector to deliver bespoke community support to women entering the justice system, keeping families together, supporting justice engagement, reducing chaos and connecting to services to support stability (linked to Problem Solving Courts);
10. **Develop a Bench Release assessment for the Judiciary**; based on evaluated, research who enhance remand / release assessments.
11. **Make Community Justice Partnerships a legislative requirement** with independent chairs and a supporting Lead Officer post

#### **Develop a Strategic Centre**

12. **Provide a new national focus**, including by (i) integrating data and intelligence at a system level to identify areas for Criminal Justice Board for improvement and innovation ); and (ii) creating a new national framework for community sentences based on outcomes and improvement; and (iii) a new funding model based on outcomes for Community Justice, (iv) creating greater information sharing protocols across justice to deliver services at the right time and place.

WHAT do we need to do	WHY do we need to do it?	HOW will we do it?
<b>Tackle Prolific Offending</b>		
Slow revolving door of prolific offending.	<p>Around 11,900 people have offending and substance use, 5,600 have multiple disadvantage (such as homelessness, offending and substance use)<sup>5</sup> means they revolve through the justice system.</p> <p>Failing to address the root cause absorbs a disproportionate amount of resources. This multiple disadvantage is often associated with persistent and lower-level offending such as shoplifting and theft, often driven by addiction, leading to repeated court hearings, and repeated short prison sentences.<sup>6</sup></p>	<ul style="list-style-type: none"> <li>• Ensure that high quality drug and alcohol treatment is available in a timely manner throughout all stages of the justice journey and provides the 'stickability' that helps individuals recover.</li> <li>• Intense Community Supervision for those who are prolific offending, wrapping round the community supports needed to address drivers. (Enhanced Combination Orders<sup>7</sup>)</li> </ul>
Improve our end-to-end response to domestic abuse	<p>Violence against women and girls is pervasive and is a key priority for action.</p> <p>Programmes to address perpetrators of Domestic Abuse needs to be available in every local area to reduce victimisation</p>	<ul style="list-style-type: none"> <li>• Expand the use of specialised Domestic Abuse courts.</li> <li>• Ensure that every local authority area in Scotland has perpetrator programmes suitable for the local environment.</li> </ul>
Preparation for returning to the community for those serving long-term sentences	<p>As sentence lengths increase the greater the risk of institutionalisation of those serving such sentences which means better preparation for returning to the community is required that will enhance both engagement and compliance.</p>	<ul style="list-style-type: none"> <li>• Refocus on the custodial estate from being rehabilitative to preparatory.</li> <li>• Greater focus on safe and appropriate community access at an earlier stage in the sentence supported by an effective and efficient case management process and progression system</li> </ul>
<b>Smarter Justice</b>		
Prioritise early intervention	<p>To reduce the flow of people appearing in court and stopping people progressing further into the justice system</p>	<ul style="list-style-type: none"> <li>• enhancing Police Direct Measures</li> <li>• increase use of COPFS Fiscal Fines and significantly increase Diversion where suitable</li> <li>• providing more effective alternatives to remand</li> <li>• review how people on bail could better supported – especially where it is not standard bail</li> <li>• greater use of Undertakings by the Police</li> </ul>

<sup>5</sup> *Hard Edges (2019): Mapping Severe and Multiple Disadvantage.* Lankelly Chase Foundation

<sup>6</sup> Department for Levelling Up, Housing and Communities. (2020). *Understanding the Multiple Vulnerabilities, Support Needs and Experiences of People Who Sleep Rough in England.*

<sup>7</sup> [Slide 1 \(pbni.org.uk\)](https://www.pbni.org.uk) EVALUATION OF THE ENHANCED COMBINATION ORDER OCTOBER 2015 TO DECEMBER 2021

Increase compliance	Reduce the flow of people appearing in court due to non-compliance issues that can lead to remand Reduce churn and impact on PSoS and SCTS	<ul style="list-style-type: none"> <li>Use technology more effectively, e.g. GPS EM, Alcohol Monitoring Bracelets, etc.</li> <li>Use behavioural insights and nudge to increase court attendance</li> <li>Reduce Failure to appear warrants</li> <li>Pilot and roll out new support services to improve attendance at court and support compliance on non-standard bail for those at risk of remand</li> </ul>
Strengthen community justice	More robust community justice enhances confidence in the judiciary to use community-based sentences as a first option in every case	<ul style="list-style-type: none"> <li>expanding the use of Electronic Monitoring with support.</li> <li>making Community Justice swifter and more visible</li> <li>Review sentencing policy and legislation with a view to strengthening and ensuring a “community first” approach.</li> </ul>
Enhance use of structured deferred sentences	structured deferred sentences can be used as an alternative to more intrusive orders such as CPO as people get the help they need in a shorter timescale and lessens the chance of them progressing further into the justice system	<ul style="list-style-type: none"> <li>using Community Information Database to inform Sheriffs, Defence Agents and COPFS about what services are available in their area</li> <li>Producing materials for Sheriff on the use and function of SDS</li> <li>Explore the potential for establishing dedicated SDS courts</li> </ul>
Enhance provision of Unpaid Work	More effective and efficient UPW gives the Judiciary more confidence in using such disposals thus reducing the need for custody	<ul style="list-style-type: none"> <li>moving to same day, swift, visible UPW availability,</li> <li>investing in UPW workers, transport, PPE, etc.</li> </ul>
Revision of UPW and Other Activity (OA)	More effective UPW gives the Judiciary more confidence in using such disposals thus reducing the need for custody	<ul style="list-style-type: none"> <li>SG to give a clearer steer to local authorities on what work can be done within council areas</li> <li>redefining that comes into scope with OA and how this can be used more robustly.</li> </ul>
Reduce children taken into care as a result of parents/carers involvement in the justice system	Keeping The Promise and reducing children being taken into care, keeping families together where possible.	<ul style="list-style-type: none"> <li>commissioning the voluntary sector to deliver bespoke community support to women entering the justice system</li> <li>keeping families together</li> <li>supporting justice engagement</li> <li>reducing chaos by connecting to services to support stability</li> </ul>
Bench Release assessment for the Judiciary	If the Judiciary have concise, consistent and cogent information from JSW that is based in evidential research then this can increase the use of Bail	<ul style="list-style-type: none"> <li>Develop a pre-trial assessment tool based on the New York service (based on evaluated, evidential research)</li> <li>Integrate use of the tool into the Triage process undertaken by JSW</li> <li>Develop and implement training across the sector for use of the tool</li> </ul>
Strengthen Community Justice Partnerships	More robust and efficient CJPs are more able to be effective in coordinating local community justice activity which enhances the	<ul style="list-style-type: none"> <li>Make CJPs a legislative requirement</li> <li>independent chairs for CJPs</li> </ul>

	delivery of services to keep people out of the justice system	<ul style="list-style-type: none"> <li>• Create a supporting Lead Officer role for each CJP to support the CJP and the independent chair</li> </ul>
<b>Develop a Strategic Centre</b>		
Integrating data and intelligence at a system level	<p>With joint analysis of the system level data there is greater opportunity for system improvement and innovation.</p> <p>Allocating money to areas of greatest impact.</p>	<ul style="list-style-type: none"> <li>• Co-locating analytical expertise from each agency in a joint analytical unit.</li> <li>• Use the analysis from this group as an evidential basis for budgetary decisions</li> </ul>
Create a new national framework for community sentences based on outcomes and improvement	The variation of both community justice court disposals and how they are delivered locally impacts on the efficacy and measurement of the impact of such sentences	<ul style="list-style-type: none"> <li>• Review key community disposals such as CPO to reframe them as person-centred and trauma-informed with a primary focus on positive outcomes</li> <li>• Create a national end-to-end framework, specific to community justice, for data collection, analysis, reporting and implementing improvement on community disposals which focuses on how partners deliver, achieve positive outcomes and improve services</li> </ul>
creating more effective and lawful processes for information sharing across justice to deliver services at the right time and place	Effective and lawful information sharing underpins every aspect of the justice system – this has a direct impact on the efficacy of the systems that underpin justice across Local Authorities, SPS, SCTS, Police Scotland NHS Scotland and SG	<ul style="list-style-type: none"> <li>• The statutory agencies involved in community justice should have a common standard in respect of information sharing through an overarching framework</li> <li>• Undertake work to review how information sharing could be enhanced by agencies that are not national bodies, e.g. 32 Local Authorities</li> </ul>

## Community Justice Scotland

October 2024