



## The Future Model of Community Justice in Scotland

### RESPONDENT INFORMATION FORM

**Please Note** this form **must** be returned with your response to ensure that we handle your response appropriately

#### 1. Name/Organisation

Organisation Name

Title Mr  Ms  Mrs  Miss  Dr  Please tick as appropriate

Surname

Forename

#### 2. Postal Address

Postcode	Phone	Email

#### 3. Permissions - I am responding as...

Individual

Group/Organisation

Please tick as appropriate

- (a) Do you agree to your response being made available to the public (in Scottish Government library and/or on the Scottish Government web site)?

Please tick as appropriate

Yes  No

- (b) Where confidentiality is not requested, we will make your responses available to the public on the following basis

Please tick **ONE** of the following boxes

- (c) The name and address of your organisation **will be** made available to the public (in the Scottish Government library and/or on the Scottish Government web site).

Are you content for your **response** to be made available?

Please tick as appropriate

Yes  No

Yes, make my response,  
name and address all  
available

**or**

Yes, make my response  
available, but not my name  
and address

**or**

Yes, make my response  
and name available, but  
not my address

**(d)** We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

**Please tick as appropriate**

**Yes**

**No**

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## CONSULTATION QUESTIONS

### Chapter 2

**Question 1:** Do you have any general comments on the overview of the new arrangements for community justice?

*West Lothian justice partners welcome the general thrust of these proposals, which are in broad terms aligned with the option for which we offered support in the previous phase of consultation on these developments. We recognise the advantages and challenges of working through local partnerships to plan strategically and to deliver a wide range of relevant services. We are confident that existing local structures for Reducing Re-offending, set up within the context of the West Lothian CPP, already provide us with the capability to take on these responsibilities.*

### Chapter 3

**Question 2:** What are your views on the governance and accountability arrangements?

*We recognise the benefits that should be seen from extending the responsibility of local authorities and other relevant bodies to focus upon preventative approaches to reduce re-offending, an approach already adopted in West Lothian. Production of a single local strategic plan for community justice is a logical and necessary development.*

*The acceptance of mutual accountability and shared responsibility for outcomes is a prerequisite for successful development of this approach. We agree with the proposal that existing lines of accountability will be left unaltered.*

*In relation to the role of the proposed new co-ordination body, Community Justice Improvement Scotland (CJIS), we concur that it is appropriate for it to have a national overview, and that its role in disseminating examples of best practice will be significant. We would both hope and expect that CPPs would not normally require the involvement of CJIS in resolving local issues.*

*However, please also see our response to Question 11, in relation to governance.*

### Chapter 4

**Question 3:** What are your views on the arrangements for local strategic planning and delivery of services for community justice?

*We consider the proposals within this chapter to be broadly acceptable, subject to more detail about the guidance that will be produced. West Lothian has considerable experience in involving third sector partners in strategic planning, and all significant contributors to the reducing re-offending agenda are already engaged at strategic, tactical and operational levels.*

*The commitment to continued use of joint services delivered across CPP boundaries is seen as positive, and is something that has been a significant benefit to West Lothian for many years.*

*We welcome the proposals on enhancing data collection and sharing among partners, and would note that a national framework for achieving this should assist in consistent assessment of outcomes.*

*We are not fully clear about the intention behind section 91: “Local partners will be required to monitor and scrutinise complaints made locally, including those of partners failing to participate in the community planning process.” We would welcome increased clarity in this section, which may be read in several different ways.*

*In relation to MAPPA, local experience highlights the advantages of its structures being aligned with Police Scotland Divisions, and further discussion will clearly be needed.*

*Finally, we would wish to note that there are a number of strong and enduring inter-council relationships that provide continuing benefit to service users and communities across substantial parts of Scotland. For example joint planning, service development and commissioning has been a feature across southeast Scotland since local government re-organisation in 1975. We consider it crucial that such positive relationships are fostered by the new structures for community justice.*

## **Chapter 5**

**Question 4:** What suggestions do you have on how a national performance framework for community justice in Scotland could operate under the new model?

*We welcome the bringing together of detail in this section in the context of organisational change. We agree with the aims and the focus of the proposals. We consider that detailed scrutiny of the way that local planning partnerships operate is important, but would note that achieving a full understanding of the match of services to local requirements will require more engagement from sectors of the justice system that have traditionally not been part of this process, specifically those involved in the court and sentencing processes. Without maximising engagement*

*from such individuals and bodies, the process of responding to perceived local criminogenic and societal need will be more challenging for CPPs.*

*At an early stage in defining a performance framework, it would be helpful for work to be done on shared values and on a shared understanding of what those values mean in practice, across community justice services.*

## **Chapter 6**

**Question 5:** What are your views on the functions to be delivered by Community Justice Improvement Scotland?

*We would agree that the tasks outlined in this section are significant and necessary.*

*In relation to development of best practice, we would note that changes of patterns in recruitment within Criminal Justice services have resulted in an increasing number of staff from backgrounds other than Social Work. Such staff (who are not covered by SSSC standards for professional development) nevertheless have development needs, and we do not consider that existing practitioner networks are strong or accessible, nor is access to them seen as a priority. We would welcome an increased focus on new methods for developing staff and developing a sense of participation in a wider Scottish CJ community, such as may be offered by electronic media. In support of this suggestion, we would note the positive responses to multi-agency CJ training offered in West Lothian in 2013 to local authority staff from a range of disciplines, to third sector partners and to some staff from HMP Addiewell.*

**Question 6:** Does the name “Community Justice Improvement Scotland” adequately reflect the responsibilities of the new national body and the functions?

*We consider that this proposed name does not fit into the framework used for other centralised Scottish bodies (e.g. Police Scotland, Crown Office Procurator Fiscal Service, Scottish Court Service, etc.), each of which bodies also has ‘improvement’ as a key responsibility. We would suggest “Community Justice Scotland” as the most appropriate name.*

## **Chapter 7**

**Question 7:** Are the skills and competencies in paragraph 105 and referenced in paragraph 106 sufficient to allow the body to fulfil its functions as noted in Chapter 6?

*We consider that this would be an appropriate skill set for CJIS.*

**Question 8:** Is the organisational structure shown at Figure 3 and the expected size of the staffing complement sufficient to allow Community Justice Improvement Scotland to fulfil its functions as noted in Chapter 6?

*The organisational structure seems appropriate; we consider it is not possible to make meaningful comment on the suggested staff numbers without a clearer understanding of the detail and level of the work that the organisation will take on. However, given the span of responsibilities, we suspect that the suggested relatively small staffing level may be over-optimistic.*

**Question 9:** What other suggestions do you have for the organisational structure for Community Justice Improvement Scotland to allow it to fulfil its functions as noted in chapter 6?

*We would wish to see an explicitly-stated role for the new body in supporting inter-council working where this can be demonstrated to produce effective outcomes. To enable such service demands to be evaluated, local forums are needed for relevant staff to meet, and we would suggest that CJIS use the existing wealth of local knowledge and processes for analysing this to support its own planning processes.*

**Question 10:** What are your views on the proposed location for the headquarters of Community Justice Improvement Scotland?

*While accepting that either of the proposed locations would be equally acceptable for West Lothian, we would suggest that consideration of accessibility by public transport is important.*

*We would note that electronic communication, combined with the other suggestions in Para.112, should make the question of location rather less significant than it would formerly have been, and this may provide an opportunity for the Scottish Government to continue to decentralise its functions around the country.*

## **Chapter 8**

**Question 11:** Are the professional areas noted in the list at paragraph 114 appropriate to allow the Board of Community Justice Improvement Scotland to fulfil its functions?

*We feel that the span of suggested expertise and experience is appropriate.*

*However, we are concerned about the apparent lack of opportunities for direct engagement by local CPPs; it appears that these might have representation within the proposed structure of supporting sub-committees to provide representation of individual professional bodies or organisations (Para.114). In the context of the consultation document's statement 'Community lies at the heart of this new model' (Para.23), we would have expected to see a more thorough commitment to incorporating local representation within this proposal.*

*While Board members may have both expertise and experience, they are very unlikely to be formally representing other organisations, and indeed, for them to do*

so would potentially generate a source of grievance about the lack of representation of other significant groups.

## **Chapter 9**

**Question 12:** What are your views on the arrangements for the national Hub for innovation, learning and development?

*We welcome these proposals, which offer potential value to practitioners in a range of related disciplines. We would hope to see enhanced opportunities at a national level for third sector organisations to contribute to and benefit from service development. We would note the importance of learning and development being offered in a range of ways, to ensure that different learning styles and other constraints, such as geographical location, do not impede full participation by workers across a range of organisations.*

## **Chapter 10**

**Question 13:** What are your views on the arrangements in support of the transition process?

*We acknowledge the complexity of this transition and the timescales for achieving it. West Lothian CPP is confident that it is well placed to embark promptly on the process, and will be able to use existing structures and mechanisms to make relevant changes.*

## **Chapter 12**

**Question 14:** What impact on equalities do you think the proposals outlined in this paper may have on different sectors of the population?

*Partner justice organisations in West Lothian share a set of values that support statutory responsibilities. In relation to public sector equality duties, we would note that the third of these (to 'foster good relations between persons who share a relevant protected characteristic and persons who do not share it') is an integral part of much of the work carried out with people who offend.*

## **Chapter 13**

**Question 15:** What are your views regarding the impact that the proposals in this paper may have on the important contribution to be made by businesses and the third sector?

*We welcome continuing appraisal of effective practice, however this is delivered; we acknowledge that a range of organisations have expertise to offer, and indeed a*

*number of such organisations within West Lothian are an integral part of our reducing re-offending service delivery.*

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