



## Achieving Community Justice Outcomes

Targeted resource to support national outcome improvement planning in local authority areas

**National Outcome: More people access services to support desistance and successfully complete community sentences**

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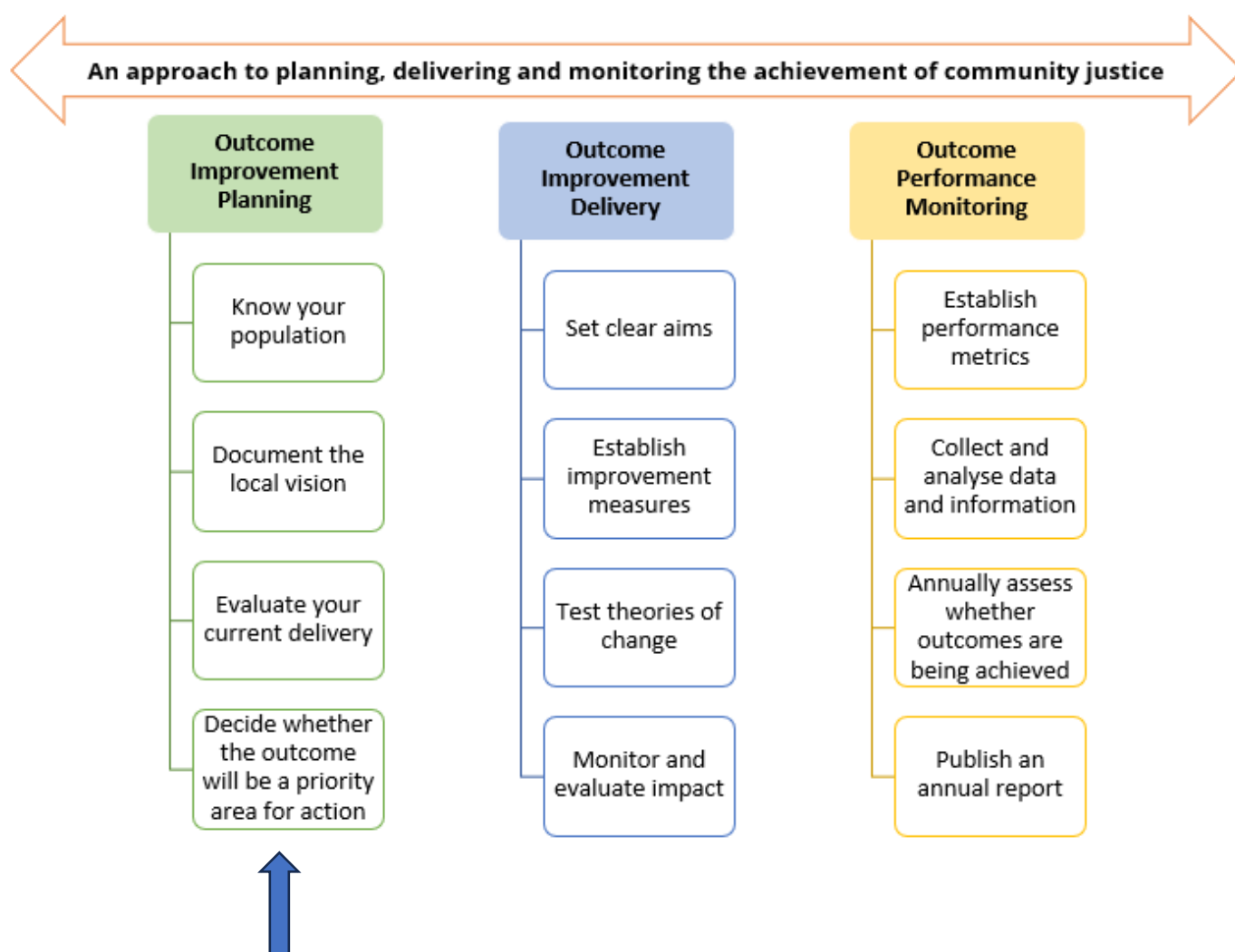
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## Outcome improvement planning

An approach to support partners in the planning, delivery and monitoring of community justice outcomes in local authority areas was published in June 2024. The approach is intended to provide community justice partners, acting jointly at a local level, with a practical framework to work within to plan, deliver and monitor outcome delivery.

The approach methodology defines three **processes** to meet this aim, each with a distinct number of steps:



This targeted resource focuses on the first process within the approach: **outcome improvement planning** and relates to the following national outcome:

***“More people access services to support desistance and successfully complete community sentences.”***

## National outcomes

Nationally determined outcomes are set out in the [Community Justice Performance Framework](#) (the framework) and describe the result of implementing the priority areas for action in the [National Strategy](#) (the strategy).

This targeted resource provides a detailed step by step process intended to support partners to plan, deliver and monitor progress towards meeting the national outcome ***“more people access services to support desistance and successfully complete community sentences”***.

## Local Outcomes

Community justice partners may have identified other outcomes in their Community Justice Outcome Improvement Plan (CJOIP). These outcomes will reflect local priorities and will be consistent with the national outcomes, or may relate to priority actions in the strategy where there is no associated national outcome. Partners can use the principles outlined in each step of this process to plan for the achievement of these local outcomes.

## Outcome overview

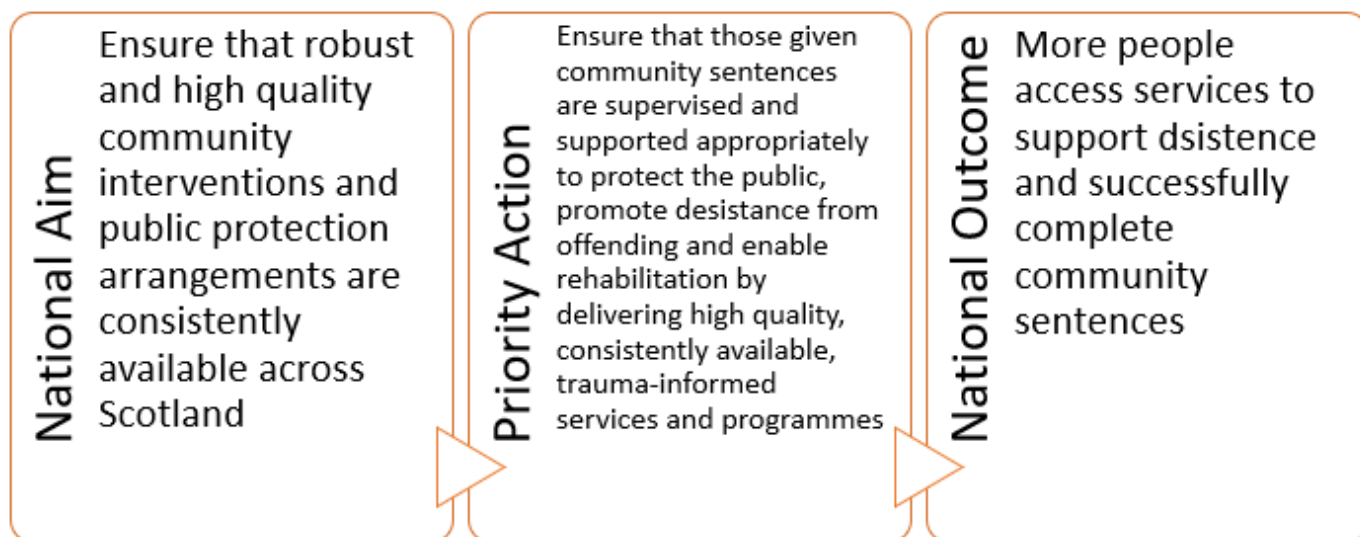
The strategy states that: “Recovery of capacity in the justice system and community justice services following the impact of the COVID-19 pandemic remains a priority. Our ambitions are however greater than returning the system to pre-pandemic levels. We want to see a greater availability of high quality community orders which are as effective as possible and which improve outcomes for individuals, families and their communities. Effective interventions require proactive involvement across community justice partners and the third sector, and the consideration of the local needs and priorities of different communities. Individuals can have complex needs and a range of support has to be considered, including from a whole family perspective. This requires collaboration across services and partners.

Working both within existing resources, where possible, and with any additional funding available, community justice partners should take steps to increase the quality and range of interventions. These should include support aligned with assessment of need, including support in relation to addiction, mental health and wellbeing, with interventions focussed on the causes of offending and opportunities to improve transitions to positive destinations such as employment, training and further education. Partners should also work with the Scottish Government to develop plans to better support people with substance use issues in community justice, which will be informed by the recommendations of the Drug Deaths Taskforce.

Community justice partners, when they come together as part of community justice partnerships, should ensure that partnership work has appropriate links to MAPP (Multi-Agency Public Protection Arrangements) and MARAC (Multi-Agency Risk Assessment Conferences) to understand areas of mutual interest. This does not mean duplicating functions, rather it is about ensuring local services are not developed in isolation. Our ambition also is to expand the coverage of existing national programmes that support public protection (MF2C and Caledonian), that match the risk and need

profile identified nationally, and reduce the prospect of further harm. A partnership approach should be taken to programme roll out and redesign and partners will contribute, including through data held, to their evaluation and development.”

The strategy sets out aims and priority actions for partners to focus on over the duration of the strategy. The framework describes what the desired change looks like in the form of national outcomes. The aim, priority action and national outcome relevant to community sentences are:



## Step 1 - Know your population

Strategic planning information about the use and prevalence of community sentences, and about the people in your local area who are experiencing it, will significantly help in planning the delivery and achievement of this outcome. It will also help you to assess the scale and depth of the challenge in meeting the outcome.

Knowing your population involves applying principles of strategic needs and strengths assessment (SNSA)<sup>1</sup> and appreciative inquiry<sup>2</sup>. This involves using quantitative and qualitative data and information to help partners collectively understand the people for whom you are striving to meet the outcome for, and supports partners to look at old problems and issues in new ways. A good quality evidence base will enable partners to gain knowledge and wisdom about the delivery of community justice locally, and to use these insights to plan improvement.

<sup>1</sup> Find out more: [Strategic Needs And Strengths Assessment: Guidance - Community Justice Scotland](#)  
[:Community Justice Scotland](#)

<sup>2</sup> Find out more: [Forming new futures through appreciative inquiry | Iriss](#)



For this national outcome, the strategy focuses on post-sentence disposals (Community Payback Orders (CPOs), Drug Treatment and Testing Orders (DTTOs), Restriction of Liberty Orders (RLOs) and the post-conviction but pre-sentence disposal of Structured Deferred Sentence (SDS).

To understand the relevant population, you will need to find out as much as you can about the use and prevalence of community sentences in your local area, who is experiencing them, what their needs are, and whether the right services are available locally to address those needs.



And pause for a minute....

### **What do we mean by quantitative and qualitative data and information?**

It is worth taking a moment here to explain what we mean by quantitative and qualitative data and information and what we want to use it for in outcomes planning.

Quantitative data (or numerical data) is helpful for answering basic questions such as “who”, “what”, “where”, and “when” and is helpful for measuring the extent, prevalence, size and strength of an outcome. Quantitative data on its own (as in raw, unprocessed facts and figures) are seldom meaningful or useful and numbers alone do not tell the whole story. However, when processed and analysed, quantitative data can produce a succinct picture which is easy to compare, such as when presented as a baseline and trend.

Qualitative data enables a richer understanding of how outcomes are being delivered and provides important context to the numbers. It is helpful for exploring more complex issues, generating hypotheses and gaining deeper insights into human behaviour and experiences. It can also highlight issues and priorities which are important to the workforce or people with living experience of community justice, which may not fall within a performance remit. Qualitative data helps to answer questions such as “why” and “how”.

Ultimately, we want you to use a range of data and information, both qualitative and quantitative, to establish a good quality evidence base on which to make decisions about outcome improvement.

### **What data and information should we source and what if it isn't available?**

We know that the provision of data and information within community justice is an evolving process and some data points, and mechanisms to capture insights, are more readily available than others. There is work ongoing at a national level to discuss community justice data development and improve the publishable evidence base in community justice.

The example data collection plans in the following sections provide a wide range of questions to be answered, and include signposting to potential types of data and information in terms of whether it is quantitative or qualitative and where it might be sourced. These example data collection plans are provided to engender curiosity amongst partners and provide a 'pick and mix' of examples that local areas may wish to choose from. They are not mandatory or directive and local areas can decide what is most meaningful and proportionate when establishing their data collection plans.

The availability of some data and information identified in the example data collection plans may be unavailable currently. This relates to both quantitative and qualitative data. If partners collectively agree that the data and information is meaningful to collect, and it is currently unavailable, partners should consider whether this in itself should be considered as an improvement action. For example, you might identify an improvement activity to work with a local statutory partner to produce a data sharing agreement. Or you might have an improvement activity to develop a survey that collects insights from the workforce in the delivery of the outcome.

If partners have tried to source the data and information and it proves to be unavailable, and won't be available in the foreseeable future, it may be worth including this in the outcome progress report (described in [Step 3](#) this document) as an audit trail of local data and information development. This will help to inform both the local area and national picture of community justice data and information availability.

Once you have a data collection plan for each national and local outcome, it is worth reviewing them collectively to see what data and information you need to source directly from national partners, the workforce and people with living experience of community justice. For example, you may have a number of data items or insights that you want to request from SPS or COPFS and these might need to be coordinated or collated into a single request to make it easier for partners and organisations to respond to.

## **Understanding People**

A demographic data profile collates information relating to people in a community or population. The demographic data profile should include data and information that enables you to describe the use and prevalence of community sentences in the local area, and where possible give insights into the people experiencing them, and their characteristics.

Sources of data for the demographic data profile will vary. Some data will be national, some may be published and broken down to local authority level, and other data may be held locally.

A simple data collection plan should set out the questions you want to ask and should identify possible sources of data and information to help answer the questions. An example of how a data collection plan for community sentences might look is provided:

## Sample questions – answered with quantitative data (possible sources provided in brackets)

How many community sentences were imposed? (national indicator – provided annually by JAS)

How many custodial sentences were imposed?<sup>3</sup> (national indicator – provided annually by JAS)

How many individuals received a CPO? ([Justice social work statistics: additional tables from 2004-current](#))

What length were the CPO orders? ([Justice social work statistics: additional tables from 2004-current](#))

What percentage of CPOs were successfully completed? (national indicator – provided annually by JAS)

How many breach applications were submitted for CPOs? ([Justice social work statistics: additional tables from 2004-current](#))

What were the termination reasons for CPOs? ([Justice social work statistics: additional tables from 2004-current](#))

What requirements were imposed as part of a CPO? ([Justice social work statistics: additional tables from 2004-current](#))

How many individuals received a DTTO? ([Justice social work statistics: additional tables from 2004-current](#))

What length were the DTTO orders? ([Justice social work statistics: additional tables from 2004-current](#))

What percentage of DTTOs were successfully completed? (national indicator – provided annually by JAS)

What were the termination reasons for DTTOs? ([Justice social work statistics: additional tables from 2004-current](#))

How many individuals received a SDS? ([Justice social work statistics: additional tables from 2004-current](#))

What length were the SDS orders? ([Justice social work statistics: additional tables from 2004-current](#))

What was the finished outcome of SDS? ([Justice social work statistics: additional tables from 2004-current](#))

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<sup>3</sup> This data will provide insight into what capacity may be required should community sentences be more fully utilised as an alternative to custody.



## Sample questions – answered with qualitative data sourced from local workforce and people with living experience

How do people experience CPOs?

How do people experience DTTOs?

How do people experience SDS?

How do people experience RLOs?

What is known about the reasons why people breach a CPO?

What is known about the reasons why people breach a DTTO?

What is known about the reasons why people breach a SDS?

What is known about the reasons why people breach a RLO?

The data in your final data collection plan may be able to be broken down to give further information about people's characteristics (such as gender, age, employment status etc.).

Using the information gleaned from your data collection plan you should be able to describe the use and prevalence, over time, of community sentences in the local area. Data that is able to be broken down into specific characteristics should enable some insight into the local population experiencing community sentences and whether the population profile is changing over time.

## Understanding Needs

A needs data profile builds on the demographic data profile. Now that you know who is receiving community sentences, it will be important to try and understand what their needs are.

Some questions that you may wish to ask partners, and source data for, are provided:

## Sample questions – answered with quantitative data (possible sources provided in brackets)

How many programme requirements were issued as part of a CPO? ([Justice social work statistics: additional tables from 2004-current](#))

How many mental health treatment requirements were issued as part of a CPO? ([Justice social work statistics: additional tables from 2004-current](#))

How many drug treatment requirements were issued as part of a CPO? ([Justice social work statistics: additional tables from 2004-current](#))

How many alcohol treatment requirements were issued as part of a CPO? ([Justice social work statistics: additional tables from 2004-current](#))

How many conduct requirements were issued as part of a CPO? ([Justice social work statistics: additional tables from 2004-current](#))

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How many restricted movement requirements were issued as part of a CPO? ([Justice social work statistics: additional tables from 2004-current](#))

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What were the reasons for unpaid work requirements not being completed within timescales? ([Justice social work statistics: additional tables from 2004-current](#))

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### **Sample questions – answered with qualitative data sourced from local workforce and people with living experience**

How are assessments for CPO requirements carried out and how do people engage with the assessments?

What is the conversion rate between recommendation in the social work report and court disposal?

What do we know about the needs supported through CPO supervision requirements and who provides the support?

What needs are identified via LS/CMI<sup>4</sup> assessment?

What can the third sector tell us about the needs of people completing community sentences?

Are any tools used to capture needs and progress over time (e.g. Outcome Star)?

Are any health staff providing services, such as Keep Well Nurses, and if so, what can they tell us about the needs of people completing community sentences?

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Further analysis of the demographic data may also indicate the needs of people on community sentences, particularly the data and information you glean through understanding more about the reasons for non-compliance or breach. Additionally, an increasing use of supervision as a CPO requirement might mean that there are more people with complex needs and risks being managed in the community.

### **Understanding Services**

A services profile provides an overview of the services that are available in your local area in relation to people completing community sentences. It will be particularly important to collect information about service availability in relation to the needs data profile and to establish how accessible the service pathways are for people. For example, third sector services may provide mentoring support to people completing community sentences. Health services will collaborate with justice social work to deliver DTTOs. Making the judiciary aware of local service provision for people completing community sentences will also be important to instil confidence in their use. Local information will already be available for this purpose via the [Community Support Services Across Scotland](#) tool published on the CJS website.

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<sup>4</sup> Level of Service / Case Management Inventory (LS/CMI) is an assessment that measures risk and need factors for adults.

Once you have collated all of the information it will be important for partners to consider what it means in terms of the local vision for community sentence delivery. For example, the demographic data profile may reveal trends in age or gender that require a specific focus in delivery. Similarly, the needs data profile may highlight specific needs that require particular focus in terms of local service provision. The services profile may reveal gaps and/or duplication in service provision or may highlight the need to improve the accessibility of service pathways for people completing community sentences.



## Step 2 - Document the local vision

This step in the process requires partners to collectively define what good community sentence delivery looks like for the local area population. A good way to visually represent the process by which the outcome will be achieved is to document this as a 'theory of change' using a logic model.

### Policy landscape

Creating the local vision involves taking cognisance of legislation and national standards and guidance, alongside reflecting what is known about the local population (established by applying [Step 1](#)). The following policy documents may assist partners when developing the local vision:

- [Criminal Procedure \(Scotland\) Act 1995 \(s227 for CPOs\)](#)
- [Criminal Justice and Licensing \(Scotland\) Act 2010 \(schedule 2 for CPOs\)](#)
- [Crime and Disorder Act 1998 \(s89 for DTTOs\)](#)
- [Criminal Procedure \(Scotland\) Act 1995 \(s245a for RLOs\)](#)
- [The Restriction of Liberty Order etc. \(Scotland\) Regulations 2013](#)
- [Criminal Procedure \(Scotland\) Act 1995 \(s202 for SDS\)](#)
- [Community Payback Order: practice guidance](#)
- [Social work services in the criminal justice system: national outcomes and standards](#)
- [Drug Treatment and Testing Order \(DTTO\): guidance for schemes](#)
- [Structured Deferred Sentences: guidance](#)
- [Electronic monitoring: uses, challenges and successes](#)
- [What Works to Reduce Reoffending: A Summary of the Evidence](#)
- [Multi-agency Public Protection Arrangements \(MAPPA\): national guidance](#)
- [Victims/survivors of domestic abuse – multi-agency risk assessment and interventions: report](#)

### Theory of change

A [sample logic model](#) setting out the theory of change for community sentences has been produced by CJS (in consultation with national policy colleagues). Partners should adapt the logic model to reflect any additional partner activities and outcomes that require to be a focus to meet the needs of the local population and to realise the local vision.

## National improvement actions

The strategy delivery plan, published by the Scottish Government, expands on the strategy by setting out a number of tangible, time-limited deliverables, detailing exactly what work will be undertaken to drive improvement nationally towards the national outcomes. These activities form an important part of the theory of change for meeting national outcomes and have therefore been included in the logic models (identifiable in brackets by the action number from the delivery plan). Progress towards the deliverables will be monitored by a Community Justice Programme Board which brings together community justice partners at a national level. Keeping up to date with the progress of these activities will be important in the evaluation of your current delivery as some local improvements may be dependent on national improvement progress.



### Step 3 - Evaluate your current delivery

Once the local logic model is complete you will need to identify how you are going to tell whether the model works as predicted. To do this, partners should consider each activity identified in the logic model and discuss whether, and how, it happens in practice. Formulating some questions to ask relevant partners as part of this process is a powerful way of teasing out the facilitators and barriers to local delivery. These are known as evaluation questions.

#### Ask evaluation questions

A simple data collection plan should be prepared and completed as part of this step. Consider each activity from the logic model and think about what you might want to know, from whom, about how the activity is working in practice. For example:

Activity from Logic Model	Question For	Question
Deliver court mandated and non-court mandated programmes related to domestic abuse and sexual offending (local authorities)	Justice Social Work	What information do you require at court report stage to recommend court mandated programmes? What services are available in the local area to fulfil court mandated programme requirements (e.g. Caledonian, MF2C, local equivalent)? What services are available in the local area to fulfil non-court mandated programmes (e.g. UP2U, Respect, Good Lives)?
	Scottish Courts and Tribunals	For court mandated programmes, how do you make the decision to make attendance at a programme mandatory? Do you always get the information you need to make a decision about programme requirements? Are you always confident that completion of a court mandated programme will be feasible in the local area?

	Individuals	How were you advised that an assessment for a programme requirement was being sought, and was the assessment process clearly explained to you? Were you clear whether your attendance at the programme was mandatory (i.e. directed by the court) or voluntary?
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Individual sessions with partners and stakeholders to ask questions and collect information about how the activities are carried out can be a good way of establishing the realities of local delivery. It is also important to talk to partners collectively to ensure the delivery of community sentences is considered as a whole system and to test whether the predicted outcomes are being achieved. A facilitated workshop can be an effective way of doing this.

### Set specific indicators

In addition to formulating evaluation questions, partners should identify specific indicators that will measure or signal whether the logic model is or isn't working as expected. Often, the demographic and needs data that you collected in the 'know your population' step of the process will be helpful. As a minimum, partners should consider using the indicators specific to community sentences outlined in the framework, the improvement tool and the self-evaluation guide:

Source	Indicator
Performance framework	Percentage of community payback orders successfully completed
	Percentage of drug treatment and testing orders successfully completed
Improvement tool	Availability of local programmes to support desistance from domestic abuse and sexual offending
	Availability of referral pathways to support the needs of local area population on community disposals
	Mechanisms are in place to understand the views of people with experience of community disposals to support improvement
	Mechanisms are in place to understand the views of the community justice workforce with regard to supporting the needs of people subject to community disposals to support improvement
Self-evaluation guide <sup>5</sup>	Improving the life chances and outcomes of people with living experience of community justice (quality indicator 1.1)
	Impact on people accused or convicted of offences (quality indicator 2.1)
	Assessing and responding to risk and need (quality indicator 5.2)
	Planning and providing effective interventions (quality indicator 5.3)

<sup>5</sup> These quality indicators have been identified by the Care Inspectorate as particularly relevant in the assessment of community sentences delivery. However, this is not definitive and the Care Inspectorate would urge partners to promote flexibility in the use of other quality indicators to evaluate impact.

## Summarise the evidence

You should now have a range of quantitative and qualitative data and information available about how community sentences are delivered locally. What can be said (either conclusively or hypothetically) about the delivery of community sentences in the local area? What inferences or conclusions can be made from the data and information?

To help structure this step it might be helpful to prepare an outcome progress report that can be shared and reviewed by partners collectively. The report should summarise what has been established in the steps of this process, particularly:

- Information about the **use and prevalence** of community sentences over time.
  - ✓ Is the use of community sentences increasing or decreasing over time?
  - ✓ Is the use of custody increasing or decreasing over time?
  - ✓ If community sentences are more fully utilised as an alternative to custody what would that mean for capacity?
  - ✓ Are there any gaps in the information and how can this be rectified for the future?
- Information about the **population** receiving community sentences.
  - ✓ What is known about their demographics and does this necessitate targeted interventions?
  - ✓ What does the local population held in custody (particularly for short periods of time) indicate in terms of what capacity may be required should community sentences be more fully utilised as an alternative to custody?
  - ✓ Are there any gaps in the information and how can this be rectified for the future?
- The **needs** of the population.
  - ✓ What is known about the needs of people serving community sentences?
  - ✓ Are there any trends apparent from the types of requirements being issued as part of CPOs or the reasons for not successfully completing community orders?
  - ✓ Are community orders taking a longer time or a shorter time to complete and is this related to people's needs?
  - ✓ Is the use of supervision as a CPO requirement increasing or decreasing and is this related to people's needs?
  - ✓ Is the use of DTTO increasing or decreasing and what can you tell from this in terms of substance use needs in the local area?
  - ✓ What does the LS/CMI data tell you about need?
  - ✓ Does this necessitate accelerated pathways into certain services?
  - ✓ Are there any gaps in the information and how can this be rectified for the future?
- Community support **services**.
  - ✓ What is known about the accessibility of services for people subject to community sentences?
  - ✓ Based on the needs profile, which services are particularly relevant in onward referral (for example housing, financial inclusion and mental health)?

- ✓ Are there any established fast-track pathways into treatment or support services?
  - ✓ How are these configured to avoid breach of bail?
  - ✓ Are there sufficient services to fulfil court mandated programme requirements?
  - ✓ Are there any gaps in the information and how can this be rectified for the future?
- The **local vision** for community sentence delivery.
    - ✓ What does good community sentence delivery look like locally?
    - ✓ Has a logic model been developed that clearly sets out the process by which the outcome will be achieved for the local population?
    - ✓ Does the logic model set out who the crucial partners are and the crucial activities they will carry out to meet the outcome?
    - ✓ Are there any gaps in the information and how can this be rectified for the future?
- An **evaluation** of current community sentence delivery.
    - ✓ How did partners, stakeholders and individuals answer the evaluation questions?
    - ✓ What have you learned about how the activities outlined in the logic model are, or are not, working in practice?
    - ✓ Where are the strengths in delivery and where are the main areas that need improvement?
    - ✓ What did the specific indicators tell you about local delivery?
    - ✓ Are you confident from the information and data collected that the needs of people on community sentences can be addressed?
    - ✓ Are community justice partners maximising the opportunities to reach people on community sentences to discuss and address their needs (such as physical and mental health, housing, financial inclusion etc.)?
    - ✓ Are there any gaps in the information and how can this be rectified for the future?

### Assess progress towards the outcome

The conclusion of the outcome progress report should be a collective agreement by partners as to whether the local area is meeting, or how close the local area is to meeting, the national outcome of “more people access services to support desistance and successfully complete community sentences”. If the outcome is not being met, the conclusion should clearly state why and list the required improvements. If your theory of change is correct, most of the improvement activity should link directly to the activities outlined in the local logic model. It is important to note that identified gaps in data and information may also form an improvement action.



## Step 4 - Decide whether the outcome will be a priority for action

The assessment of whether this outcome will be a priority for action in the CJOIP will include consideration of the other outcome progress reports for both national and local outcomes.

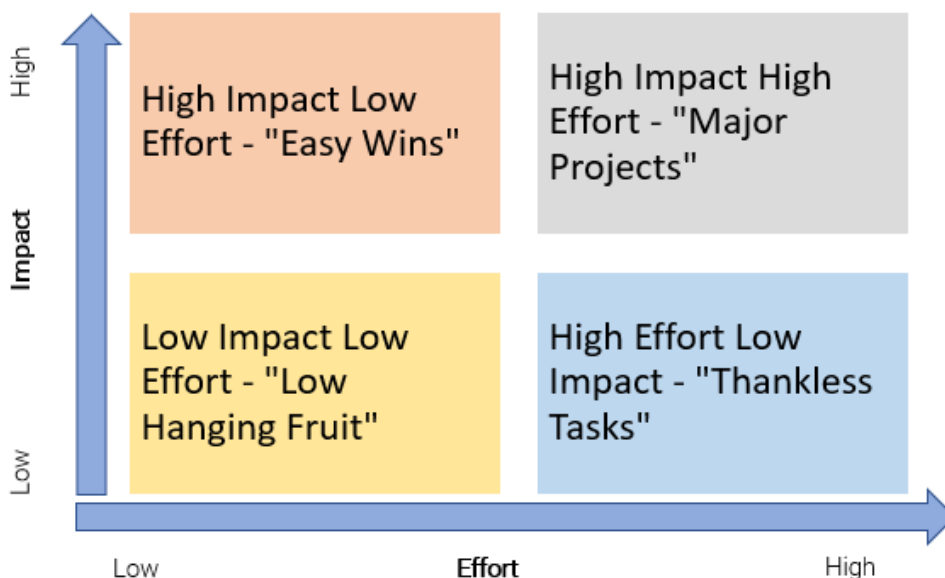
This step involves putting the outcome progress reports in a hierarchical order according to how close or far away from being met the local and national outcomes are assessed to be. Prioritisation of the outcome improvement reports is best done as a collective activity by partners. A facilitated workshop can be an effective way of doing this.

There are a number of techniques that partners can use to aid this step.

### Impact vs effort matrix

An impact versus effort matrix is a simple tool that can help generate conversation and aid partners in their decision making regarding prioritisation.

The axes for the matrix can be set according to what will be the most helpful to make an informed choice regarding prioritisation. As well as impact and effort, as shown in the example, you might consider changing the axes to importance versus urgency, cost versus benefit or risk versus reward.



### Scoring criteria

Developing a scoring criteria is another method that can be helpful in prioritising the outcomes. This involves partners assigning a score for each identified improvement activity across a range of criteria. For example:

Outcome	Imp activity	Critical to meeting standards	Strategic value	Ease	Benefit to the individual	Cost	Resource impact	Overall priority (average)
More people	Imp activity 1	4	1	3	3	5	2	3



access services to support desistance and successfully complete community sentences	Imp activity 2	5	2	4	4	4	5	<b>4</b>
	Imp activity 3	1	1	5	1	3	4	<b>2.5</b>
								<b>3.2</b>

For this table, you could set the following priority ratings:

Critical to meeting standards?	Is the improvement activity crucial to ensure effective community sentence delivery?	1 = Critical	5 = Not critical
Strategic Value?	Is the improvement activity important to your overall strategy?	1 = Highly important	5 = Not important
Ease?	Will the improvement activity be fairly easy to complete?	1 = Very easy	5 = Very difficult
Benefit to the individual?	Will the improvement activity likely yield significant benefit to the individual?	1 = Highly likely	5 = Not likely
Cost?	Will the improvement activity likely cost a lot?	1 = Low cost	5 = High cost
Resource impact?	Will the improvement activity have a great impact on CJP resource?	1 = Low impact	5 = High impact
Overall priority:	Priority for each individual improvement activity is the average score of all five criteria. Total priority for the outcome is the sum of all overall priority scores, divided by the number of improvement activities.		

**Note: The lower the score the higher the improvement activity and overall outcome priority.**

There are many other techniques that can be used to aid prioritisation.

### Narrative assessment for the CJOIP

At the end of the process, partners should use the outcome progress report to clearly articulate:

- whether the community sentences outcome is being achieved in the area
- if not, how near the outcome is to being achieved
- whether the outcome requires to be a priority for action
- the action they intend to take to achieve, or maintain achievement, of the outcome.

**This narrative assessment should be included in the CJOIP.**

## Community sentences - sample logic model

National Goal / Priority	Inputs	Activities – What we do					National Outcome
<p><b>What we want to achieve</b></p> <p>Over the duration of the National Strategy community justice partners will:</p> <p>Ensure that those given community sentences are supervised and supported appropriately to protect the public, promote desistance from offending and enable rehabilitation by delivering high quality, consistently available, trauma-informed services and programmes.</p>	<p><b>What we invest</b></p> <p>Workforce</p> <p>Staff training</p> <p>Data</p> <p>Information sharing processes</p> <p>National standards and guidance</p> <p>Legislation</p>	<p><b>Police Scotland</b></p>	<p><b>Local Authorities</b></p>	<p><b>Scottish Courts and Tribunals Service</b></p>	<p><b>Scottish Government</b></p>	<p><b>Scottish Government (cont...)</b></p>	<p><b>What we ultimately want to achieve</b></p> <p>More people access services to support desistance and successfully complete community sentences.</p>
		<p>Establish pathways to support at the earliest opportunity (from point of arrest) in order to maximise the efficacy of interventions.</p> <p>Liaise with justice social work and share information about individuals being considered for a community sentence.</p>	<p>Prepare pre-sentence reports to support sentencing decisions and progress reports as required.</p> <p>Manage the statutory delivery and successful completion of community sentences.</p> <p>Ensure that person-centred sentence plans are in place to identify support needs, including appropriate referrals.</p>	<p>Sentence in accordance with sentencing guidelines and effective practice evidence.</p> <p>Hear progress updates and breach proceedings.</p> <p>Provide local authority and provider with Electronic Monitoring Order requirements.</p>	<p>Revise and publish updated guidance on justice social work reports and court-based justice social work services (action 13).</p> <p>Publish a research report on the use of DTTOs and CPOs for people with substance use problems, as part of the Cross-Government Action Plan in response to the Drug Deaths Taskforce's recommendations (action 14).</p>	<p>Pilot and initiate evaluation of the Moving Forward 2 Change (MF2C) programme for sexual offending (action 18).</p> <p>Pilot an assessment method for individuals who commit offences relating to indecent images of children (action 19).</p>	
		<p><b>Third Sector</b></p>	<p><b>Health</b></p>				
		<p>Provide support and services to people to address need.</p> <p>Collaborate with justice social work to support the delivery of community order requirements (such as unpaid work and programmes).</p>	<p>Manage risk through robust risk management plans and multi-agency liaison (including MAPPA and MARAC arrangements).</p> <p>Deliver court mandated and non court mandated programmes related to domestic abuse and sexual offending.</p> <p>Raise awareness amongst partners and the judiciary of local support service provision to ensure confidence in community sentences.</p> <p>Work with colleagues to design services which will maximise access to people completing community sentences (such as housing, employability, financial inclusion).</p>	<p>Collaborate with justice social work to support the delivery of community sentences (such as DTTOs CPO mental health requirements).</p> <p>Work with partners to design services which will maximise access to people completing community sentences (such as pathways into Keep Well nurses, dentistry, substance use and mental health supports).</p>	<p>Complete an evidence review of the current justice social work landscape (action 15).</p> <p>Complete a review of the principles which underpin the justice social work funding formula (action 16).</p> <p>Work with key stakeholders to develop a programme of work to support development of Trauma Responsive Social Work Services. This includes a programme of implementation sort and training for social work services, including justice social work (action 17).</p>		

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