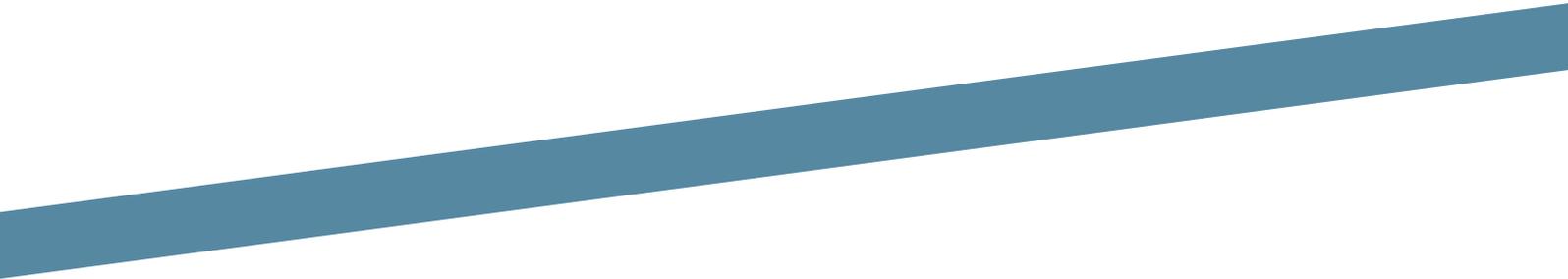# A guide to self-evaluation for community justice in Scotland

How well are we improving the life chances and outcomes of those with lived experience of community justice in Scotland?

Contents

Introduction

The Scottish Government's vision for community justice is that Scotland is a safer, fairer and more inclusive nation where we:

- prevent and reduce further offending by addressing its underlying causes
- safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens.

The **National Strategy for Community Justice** provides the strategic vision and the **Outcomes, Performance and Improvement (OPI) Framework** sets out what is required, together with tools to support the improvement required to achieve this vision. The new body, Community Justice Scotland, will provide leadership and professional assurance to Scottish Ministers on community justice in Scotland. The community justice model will enable partners to collaboratively address priority areas through a joint approach that is both outcomes focused and evidence-based. The statutory community justice partners are:

- local authorities
- health boards
- Police Scotland
- Scottish Fire and Rescue Service (SFRS)
- Skills Development Scotland (SDS)
- integration joint boards (IJBs)
- Scottish Courts and Tribunals Service (SCTS) and;
- Scottish Ministers (in practice, the Scottish Prison Service, the Crown Office and Procurator Fiscal Service).

The Community Justice (Scotland) Act 2016 provides the legislative background to which the model operates. Particular reference is made within legislation to the role of the third sector within community justice in Scotland.

As part of the development of the OPI Framework, the Scottish Government commissioned the Care Inspectorate to develop a guide to self-evaluation that could be used by partners to help in their efforts to strive for continuous improvement and excellence in services. As an independent, non-departmental public body (NDPB), the Care Inspectorate is well placed to develop the guide to self-evaluation. This would also be the model used for any future scrutiny and inspection of community justice. Using the quality indicators reinforces the partnership between internal and external evaluation of services. Below, we have outlined the vision and priorities of the national strategy and show the link to quality indicators. It is important to note there will be an inter-relationship between the quality indicators as they impact and affect each other.

The Scottish Government vision for community justice is that:

Scotland is a safer, fairer and more inclusive nation where we:
- prevent and reduce offending by addressing its underlying causes; and **(Quality Indicator 1.1)**
- safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens **(Quality Indicator 1.1)**

The vision is underpinned by the following principles.

- People must be held to account for their offences, in a way that recognises the impact on victims of crime and is mindful of risks to the public, while being proportionate and effective in preventing and reducing further offending **(Quality Indicator 5.1, 5.2, 5.3)**
- Re-integrating those who have committed offences into the community and helping them to realise their potential will create a safer and fairer society for all **(Quality Indicator 2.1, 4.1, 5.3)**
- Every intervention should maximise opportunities for preventing and reducing offending as early as possible, before problems escalate **(Quality Indicator 1.1, 5.1)**
- Community justice outcomes cannot be improved by one stakeholder alone. We must work in partnership to address these complex issues **(Quality Indicator 1.1, 3.1, 6.2, 6.4, 8.1, 8.2, 9.2, 9.4)**
- Informed communities who participate in community justice will lead to more effective services and policies with greater legitimacy **(Quality Indicator 4.1, 6.3)**
- High quality, person-centred and collaborative services should be available to address the needs of those who have committed offences, their families, and victims of crime **(Quality Indicator 2.1, 2.2, 2.3, 7.1)**

This will be delivered by prioritising action in the following areas.

- Improved community understanding and participation **(Quality Indicator 3.1, 6.3)**
- Strategic planning and partnership working **(Quality Indicator 6.1, 6.2, 8.3, 9.4)**
- Effective use of evidence-based interventions **(Quality Indicator 5.3 and 5.2)**
- Equal access to services **(Quality Indicator 5.1)**

Furthermore the quality indicators link to the set of community justice common outcomes, referred to as the 'nationally-determined outcomes' in the Community Justice (Scotland) Act 2016, as stated within the OPI Framework.

The four structural outcomes within the OPI Framework are covered in the four priority areas above. The three person-centric outcomes and links to the quality indicators are:
- Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed **(Quality Indicator 1.1)**

- People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities **(Quality Indicator 1.1)**
- Individuals resilience and capacity for change and self-management are enhanced **(Quality Indicator 1.1)**

The guide to self-evaluation does not replace existing approaches to self-evaluation and quality improvement that are already embedded. Rather, it is designed to enable the evaluations and evidence from a range of self-evaluation activity to be brought together. Collaboration was at the heart of developing the guide, to ensure all partners had the opportunity to shape and influence its content. The Care Inspectorate offered a briefing session on self-evaluation across all 32 local authority areas and this was taken up in nearly half. A staff survey was circulated to all 32 local area strategic/transitional groups, statutory partners and third sector organisations to provide the opportunity for staff to provide their view on the content of the self-evaluation guide, we had 335 responses. We held focus groups with people who had lived experience of community justice, including those in the community and custody, women and young people, and families of those who had experience of the community justice system. In total, we spoke to 107 people who were able to tell us what they felt was important for us to consider. Early on, we established a reference group, with representatives from nearly all the statutory partners and the third sector. This group has been key to ensuring strong collaboration in developing this guide.

Appendix 2 gives the terms we use and their definitions, to help clear understanding.

Evaluating community justice using quality indicators

This guide provides a range of quality indicators to support self-evaluation that leads to improvement in community justice. This guide is primarily for statutory partners and third sector partners with strategic responsibility for the planning, delivery and evaluation of services for those coming under the auspices of community justice in Scotland. When we refer to partners within the guide we mean all statutory partners and third sector partners. However partners can and should also consider and include non-statutory partners involved in community justice in local areas, as appropriate.

This guide has been developed to be used as a partnership approach to undertaking self-evaluation. By using it in this way, partners will ensure that, individually and collectively, they consider how they contribute to the delivery of community justice and continuous improvement. We recognise that different partners hold different and unique roles, many of which are wider than community justice, which will influence how they approach the quality indicators. Taking a whole partnership approach will result in a higher quality self-evaluation and activity as a result of this.

Self-evaluation is central to continuous improvement. It is not meant to be a mechanistic or bureaucratic process. This guide aims to help partners reflect on how well they are doing and how they can improve further. The quality indicators are designed to help partners to:
- reflect upon practice and identify areas for improvement
- recognise what work is being done that is having a positive impact on those who have lived experience of community justice
- identify where quality needs to be maintained, where improvement is needed and where partners should be working towards achieving excellence
- inform stakeholders about the quality of services.

Self-evaluation for improvement broadly focuses on answering three key questions.

How good are we now?

This question should help partners identify strengths within and across service delivery and begin to consider areas for improvement.

How do we know?

In considering this question, services should be gathering evidence and developing auditing processes that illustrate how well the lives of those with lived experience of community justice are improving. There are a number of sources of evidence, both qualitative and quantitative, which can inform partners and services about the quality of their work.

How good can we be?

This question should help partners take forward what they have found so far and develop a set of clear and tangible priorities for improvement.

The national body Community Justice Scotland will have an interest in how well partners across the 32 local authority areas are using the self-evaluation guide.

For the first time, eight statutory partners and third sector bodies are coming together with the shared responsibility to plan and deliver services under the auspices of community justice. This guide can be used for self-evaluation in both the short- and long-term and is useful for partners as they grow and develop together. It is important to recognise that because of the infancy of many aspects of the community justice model, evaluations made against the quality indicators reflect this. We have called this 'managing expectations'. This is to ensure that those involved in community justice at all levels recognise that while the guide to self-evaluation is to help partners strive for excellence, achieving it may take some time. It is important that in using the guide a positive balance is struck between delivering high quality planning and services and recognising that some quality indicators may take longer to achieve higher evaluations.

To help you use the guide and undertake self-evaluation in the most beneficial and effective way, click **here** for useful information and quick tips. You will find answers to some of the questions you may have about: how to best approach self-evaluation using the guide; what does evidence look like and; how does this guide link with the OPI Framework.

Quality Indicator Model

The framework of quality indicators for improving community justice services in Scotland

What key outcomes have we achieved?	How well do we meet the needs of our stakeholders?	How good is our delivery of services for those involved in community justice?	How good is our operational management?	How good is our leadership?
1. Key performance outcomes	**2.** Impact on people who have committed offences, their families and victims	**5.** Delivery of key processes	**6.** Policy, service development and planning	**9.** Leadership and direction
1.1 Improving the life chances and outcomes of those with lived experience of community justice	**2.1** Impact on people who have committed offences **2.2** Impact on victims **2.3** Impact on families	**5.1** Providing help and support when it is needed **5.2** Assessing and responding to risk and need **5.3** Planning and providing effective intervention **5.4** Involving people who have committed offences and their families	**6.1** Policies, procedures and legal measures **6.2** Planning and delivering services in a collaborative way **6.3** Participation of those who have committed offences, their families, victims and other stakeholders **6.4** Performance management and quality assurance	**9.1** Vision, values and aims **9.2** Leadership of strategy and direction **9.3** Leadership of people **9.4** Leadership of improvement and change
	3. Impact on staff		**7.** Management and support of staff	
	3.1 Impact on staff		**7.1** Staff training and development, and joint working	
	4. Impact on the communities		**8.** Partnership and resources	
	4.1 Impact on the community		**8.1** Effective use and management of resources **8.2** Commissioning arrangements **8.3** Securing improvement through self evaluation	

10. What is our capacity for improvement?
Overall judgement based on an evaluation of the framework of quality indicators

What key outcomes have we achieved?

1. Key performance outcomes

1.1 Improving the life chances and outcomes of those with lived experience of community justice

Themes

- How well can we demonstrate we are improving trends through prevention and early intervention?
- How well can we demonstrate improvement in performance of the person-centred outcomes?

Key features

This quality indicator relates to demonstrable improvements that partners make in improving the life chances and outcomes of people with lived experience of community justice. It considers the extent to which partners are able to show they are successfully tackling the underlying causes of crime to reduce further offending and in doing so, the lives of those involved and affected by crime are improving. It is about demonstrating that partners are successfully tackling inequalities and delivering effective prevention and early intervention before problems escalate. It focuses on the tangible results in improving the life chances of people who have committed offences. It also focuses on the ability of partners to demonstrate success through performance against the person-centred outcomes as defined in the OPI Framework, as well as locally determined outcomes.

Very good illustration	Weak illustration
Through our up to date local community justice needs assessment we are able to identify the needs and gaps in services. We are making progress in targeting our support services towards early intervention and prevention before problems escalate. We have developed mechanisms to enable us to identify local priorities and targets with measures that enable us to demonstrate effectiveness. We are able to evidence improving trends in the wellbeing of people with lived experience of community justice. We are successfully tackling issues of inequality alongside wider community planning partners. We have targeted our efforts towards specific groups of people who have committed offences, ensuring that specific groups such as victims, women and young people are considered.	We have not yet started to use our community justice needs assessment to help us identify gaps and set local priorities and targets for improvement. We have made very limited progress in targeting our services to early intervention and prevention. We cannot therefore demonstrate that we have effective measures in place that will enable us to show improving trends in the wellbeing of those with lived experience of community justice over time. We are not yet able to demonstrate how well we are tackling issues and inequality alongside other community planning partners. Our approach to improving outcomes and life chances has not taken account of the different factors of specific groups of those with lived experience of community justice.
We have established a clear mechanism and process to enable us to report upon the person-centred outcomes. We can demonstrate improving trends on the person-centred outcomes outlined within the OPI Framework. We are able to clearly explain why we have not reported on some indicators and provide strong reporting evidence on methods and sources used to support our progress over time.	We have not yet developed a clear mechanism by which to gather robust evidence to report upon the person-centred outcomes. We are not able to demonstrate improving trends against the person-centred outcomes. We do not report against some indicators and are unable to provide a clear rationale on why this is the case.

How well do we meet the needs of our stakeholders?

2. Impact on those who have committed offences, their families and victims

2.1 Impact on those who have committed offences

Themes

- To what extent do people who have committed offences feel their life chances have improved as a result of services provided?
- To what extent do people who have committed offences report help was received at the right time?
- To what extent do people who have committed offences feel supported?

Key features

This indicator focuses on the impact services across the community justice system are making in the lives of those who have committed offences. It focuses on the difference services are making in their lives and how this is perceived by those in receipt of services. It considers the extent to which services have been able to positively impact on desistance, behaviour and needs.

Very good illustration	Weak illustration
We can demonstrate that people who have committed offences have a strong sense that, through their experience of receiving services at different stages in their journey, their needs have been met, their wellbeing improved and risks reduced. They consider their life chances have improved as a result of these experiences and are able to demonstrate positive changes in attitude. They are able to reflect on why their circumstances have improved and have developed the ability to make better choices and sustain improvement in their wellbeing and desistance over time.	Services are having limited positive impact on improving the life chances of those who have committed offences. Services are not responsive to need and risk and have minimal desired results. Those getting help and support are unable to receive maximum benefit from services because the quality is not of a high standard, or the best service for them at that time. Overall, those who have committed offences do not feel the services received have adequately helped them achieve better outcomes and wellbeing.

Very good illustration	Weak illustration
We can show that people who have committed offences benefit from receiving all types of appropriate help they need, promptly and without delay at all stages in the community justice pathway. Their experience of receiving help at the earliest opportunity has made a positive impact in their lives. Their wellbeing has improved and there has been a cessation or reduction in offending behaviour as a result of getting help at the right time.	People who have committed offences often reach crisis point, or their circumstances have deteriorated significantly before they get the type of help they need. Help is not accessed at the right time or at the earliest opportunity. Too often there are delays in community justice systems and processes that impact on getting help when it is needed. Wellbeing and cessation in offending behaviour has not improved or reduced due to not receiving help at the right time. There has been an escalation in offending or a deterioration in overall wellbeing as a result of not getting help when it is needed.
We can show that people who have committed offences are very well supported as soon as any difficulties arise. They experience a strong sense that all presenting issues are dealt with sensitively and appropriately. Experience of services has been non-stigmatising and people who use services have been treated with respect and dignity by all they come into contact with. They feel they are treated equally to others and staff are honest, trusting and non-judgemental. Relationships with staff are positive striking the right balance between being supportive and promoting responsibility.	The support provided is not sufficient in dealing with the range of issues that people who have committed offences present with. The experience of receiving support does not feel responsive to individual needs and behaviour and they are left feeling unclear or disillusioned about the necessary change they require to make. Relationships with staff are not viewed as supportive and can often feel judgmental and uncaring.

2.2 Impact on victims

Themes

- To what extent do victims of crime feel safe?
- To what extent do victims of crime feel they are provided with helpful information and support by community justice services?

Key features

This indicator focuses on the impact and difference community justice is making in the lives of those who have been the victims of crime. It considers the extent to which they have been provided with helpful information and have been able to access support to enable and encourage their recovery from crime. It focuses on the level of confidence victims of crime have in services to keep communities safe.

Very good illustration	Weak illustration
We can demonstrate that victims of crime feel confident that community justice services are successful in their approaches and attempts to reduce the impact of crime and address wellbeing. They are confident community justice partners take account of factors such as gender, race, religion, sexuality, health and age, and that hate crime is well understood and acted upon. They feel safer as a result of direct contact they have had with community justice services. Staff provide a sensitive approach to real or perceived concerns and respond in a supportive manner. They feel safer as a result of indirect approaches to tackling crime within their communities.	There is a lack of confidence by those who have been victims of crime that responses to crime are dealt with in the best possible way. This lack of confidence results in victims feeling unsafe or being unable to make a successful recovery. We are insufficiently sighted on what services are doing to make communities feel safer. Victims of crime are not confident that partners take account of factors such as gender, race, religion, sexuality, health and age, or that hate crime is well understood.
We can show that victims of crime benefit from accessing and receiving useful information and help from community justice services when they need or want it, following their experiences of crime. This happens without delay and no matter where they live. Help continues to be available for as long as required to help recovery.	Useful information is not readily available. Help from community justice services is delayed and can be impacted upon by organisational processes that get in the way of victims receiving help when they will benefit most from it. The availability of help may not always be easily accessible and there is little evidence of attempts to make this more available. Victims of crime are unsure what type of help they can receive.

2.3 Impact on families

Themes

- To what extent do families of those who have committed offences feel their circumstances have improved?
- To what extent do families feel more confident and resilient?
- To what extent is help received when it is needed?

Key features

This indicator considers the extent to which families are confident that the supports they receive help them mitigate against the detrimental impact caused by having a family member involved in crime. It considers how well supports have met their needs and enabled them to become more resilient, in turn helping them to support desistance in family members. It focuses on the perceived difference services are making in their lives and the extent to which families consider their circumstances have improved as a result of help and support received.

Very good illustration	Weak illustration
As a result of their experience of services, families circumstances have considerably stabilised and, where appropriate, improved. They are very confident that the quality of help and support they receive has made their lives better. They have been able to access wider services they may need as a result of specific service involvement. Families feel they have been treated with respect and in a non-judgemental way and they are not stigmatised through the supports they receive.	Families circumstances have not stabilised as a result of help and support received. Services available are often limited and access to these can be difficult. Their experiences have left them more unlikely to engage with future services and trust in services has been adversely affected. Families feel they have often been judged and treated unfairly and do not feel they have been able to make best use of potential services available to them.

Very good illustration	Weak illustration
Families receive helpful and reliable support that responds to their different circumstances, including when they may be victims of offences by family members. They are involved in all relevant discussions and decisions. They are valued as important contributors to ensuring positive outcomes for themselves and members of their families who have committed offences. The importance of familial support and relationships to successful desistance and reintegration is widely recognised by staff. They work as equal partners with services to secure solid support for their family members and prevent circumstances deteriorating. As a result, their resilience and confidence is increasing and reliance on support is decreasing.	Families are sometimes isolated and do not always find it easy to connect with appropriate support networks. There are often limited supports available to them. Families are not provided with the opportunity to be involved and, as a result, often feel marginalised and excluded. The important role they play in rehabilitation and support is not always fully recognised by staff, resulting in them being left out. Similarly, the impact when they have been victims of offences by family members is not recognised sufficiently. As a result, their confidence and safety are compromised and their potential to build resilience within their families is not maximised.
Families are very well supported as soon as difficulties arise. They get help early and often enough, in ways that best meet their needs. Support is easily accessible and personalised to meet their needs. For those families who find it difficult to engage with support services, staff are flexible and innovative in their approaches in reaching out to families. Flexible partnership approaches are used to best effect and families receive help and support for as long as they need it.	Families have not been able to get the right help or support when they need it. When they do receive help and support it is not enough, is time limited and inflexible. Getting access to services has been difficult and often seems to have obstacles in the way. Too often, services have a one size fits all approach and are not tailored to individual need or circumstances.

3. Impact on staff

3.1 Impact on staff

Themes

- How motivated are staff involved in the delivery, management or leadership of community justice?
- How well informed and involved are staff involved in the delivery, management or leadership of community justice?
- How valued do staff involved in the delivery, management or leadership of community justice feel?

Key features

This indicator focuses on the extent to which staff involved in community justice are committed and motivated to improving the life chances of those who have committed offences, their families, victims and communities. It considers how well staff are involved in the development of services that come under the auspices of community justice. It relates to how well their contribution to improving the lives of those involved in, or affected by, crime is valued and recognised.

Very good illustration	Weak illustration
Staff have a strong and shared commitment to working with their community justice partners to improve the life chances of people who have committed offences, their families, victims and wider communities. They are proactive in tackling issues of inequality and discrimination that may arise as a result of the people they work with having committed offences. They have a shared understanding of the importance of wellbeing and factors associated with offending behaviour and critical success factors for desistance. Staff have a clear understanding of their own roles and responsibilities as well as those of their colleagues. They are highly motivated to work together to achieve the best possible outcomes for people who have committed offences, their families, victims and wider communities.	Staff motivation is limited to team working and peer support, rather than to achieving the vision for community justice. Staff are not confident about joint working with colleagues in other services. They do not hold a shared understanding of the importance of wellbeing and factors associated with offending behaviour. They understand their own roles, but are unclear on the roles of their colleagues. Staff are alert to issues of inequality and discrimination but do little to challenge this or effect change.

Very good illustration	Weak illustration
Staff are meaningfully informed and involved in the ongoing development of services for people who have committed offences. They are energised and encouraged by the vision for community justice and the visibility of their leaders. They are engaged purposefully in promoting good practice and identifying areas for improvement. Staff are supported to test out new and improved ways of working and take pride in the contribution they make. They understand what needs to be done to improve the quality and effectiveness of their work and the work of others.	Staff have insufficient opportunity to contribute meaningfully to service developments. They do not feel well informed or that their views are taken into account. They are not engaged in promoting good practice or identifying areas for improvement. This often leaves them feeling excluded from key developments. They do not understand the rationale for proposed changes to their ways of working and can be reluctant to implement these.
Staff experience a high level of satisfaction in working together to deliver services. They feel valued and their contribution is recognised. They are provided with opportunities to develop their skills, knowledge and experience. They feel that what they provide makes a difference to improving the lives of those involved in or affected by crime. They believe that what they do is understood and respected by leaders.	Staff experience varying levels of satisfaction in the quality of service they are delivering. While they work conscientiously on their own and with their immediate colleagues, they experience barriers to joint working with colleagues within and across services. Opportunities to improve practice are limited. Staff feel they are not deployed effectively and feel undervalued.

4. Impact on communities

4.1 Impact on communities

Themes

- How well have we improved awareness and understanding of community justice?
- Are communities improved as a result of community justice services?
- Are communities involved and providing support?

Key features

This indicator focuses on the extent to which communities have a raised awareness and knowledge of community justice, are able to participate in planning and are co-producers of local services. It considers how well partners engage and involve communities in community justice to enable them together to improve their communities. It has a focus on the extent to which there is public confidence in community justice services

Very good illustration	Weak illustration
We have developed a joint communications strategy and are using this to engage and involve communities. Public awareness raising campaigns are in place and a range of mediums are successfully being used, such as social media, to help raise awareness of community justice. We are able to demonstrate raised awareness of community justice across their local communities. We have taken opportunities through other community planning engagement activities to raise awareness and consistent messages about community justice.	We understand the need to develop a joint communications strategy but have not yet done this. There have been limited efforts to engage communities in discussion about community justice. We recognise the need to raise public awareness about community justice, but have not yet acted upon this. We have not yet developed a clear approach on how we are going to do this and have not used other community planning engagement mechanisms as a platform to achieve this.

Very good illustration	Weak illustration
We are able to demonstrate that community confidence in community justice has improved as a result of the activities they have undertaken and the services they provide. We have a range of feedback mechanisms in place to ensure communities know what has changed for the better.	We have not yet taken steps to seek the views of our communities to understand how well they think services work. We do not know if what they have implemented has made a positive difference in local communities. Mechanisms to do this in a meaningful way are underdeveloped. We are not yet able to show that communities are more confident in the services we provide under the auspices of community justice.
We have a developed a joint participation strategy and capitalise on current mechanisms already in place. Innovative approaches to involving communities have been taken, including involving harder to reach groups. Co-production is present and there is evidence that communities are increasing their ability to support each other and those affected by crime. Asset based approaches are being utilised.	We recognise the need to have a joint participation strategy in place but have not yet achieved this. We know there is a range of pre-existing community based groups they can link with, but have not developed a sound understanding of what these are and what the gaps are. We know our communities provide a valuable asset to provide support but have not yet capitalised upon this.

How good is our delivery of services for those involved in community justice?

5. Delivery of key processes

5.1 Providing help and support when it is needed

Themes

- How well do we deliver efficient and timely justice?
- How well do we recognise when individuals need help and support?
- How well have we identified and removed barriers to services, ensuring easier access to help and support?

Key features

This indicator focuses on the extent to which staff recognise that people who have committed offences need help and collectively respond to this in a quick and timely way. It looks at how responsive and person-centred services are, from arrest to prosecution, to disposal and onwards, to ensure appropriate support is put in place without delay. It considers that no matter the circumstances, people who have committed offences receive the support they need, which is easy to access. It looks at the timeliness and effectiveness of justice in preventing further difficulties arising or increasing.

Very good illustration	Weak illustration
From the first point of contact within the community justice pathway the intervention is responsive to need and non-judgemental. Good information about community justice processes is in place, to ensure those with lived experience of community justice know what is happening at all stages in the community justice pathway. This information should be readily available in different formats. All attempts are made to ensure processes are swift and delays are kept to a minimum. Partners work collaboratively to support people to access person-centred help and support. A range of early and effective intervention and alternative to prosecution approaches are in place at different stages, such as pre-arrest, arrest, prosecution and disposal.	Contact with community justice services is driven by internal processes rather than being person-centred. There is limited information available about all stages in the community justice pathway to help those with lived experience know what is happening. When delays exist and are recognised as having an impact, very little is done to make changes to improve the way services are delivered. Justice is slow and there is little evidence that we are working effectively together to ensure that need and risk are addressed quickly enough. There are limited early intervention and prevention approaches in place.

Very good illustration	Weak illustration
We recognise when something is getting in the way of improving the life chances of the individual. We take appropriate responsibility and action to respond to concerns in the most helpful way. There is strong collaboration by us to ensure individuals get the right help at the right time.	We do not always recognise when something is getting in the way of improving the life chances of the individual and therefore do not respond in the appropriate way to ensure their circumstances do not deteriorate. Within different services we do not always recognise the role we have in assisting and supporting individuals and linking them into other services. Help and support is not received when needed as a result of this.
Services are easy to access and person-centred. All efforts have been made to identify and remove any obstacles or barriers to receiving services. Effective action to identify and remove barriers, through multi-agency policy, protocols and practice, is in place. There is a continuity of care throughout and every contact in the community justice pathway provides a health improvement opportunity. Transition arrangements at all stages are considered carefully and provide a seamless approach to accessing services.	There are barriers to accessing services and these are not easy to navigate around. There has been no attempt to identify and remove barriers to ensure services are more responsive and reactive to need. We are not working effectively together to make services easier to access and, as a result, individual need and risk are left unmet. At times of transition, difficulties arise in accessing services. The result of this is need and risk are left unmet, or there are delays in providing the right help and support when it is most needed. There is little evidence that we have worked together to ensure transition arrangements are seamless.

5.2 Assessing and responding to risk and need

Themes

- How effective is our initial response to need and risk?
- How effective are our information sharing processes?
- How effective is the quality of our assessment of risk and need?

Key features

This indicator focuses on the effectiveness of the initial response to people who have committed offences, when there are concerns about their wellbeing and or the risk they present to themselves or others. It considers how well partners share information and use it effectively to make decisions. This indicator also considers the quality of assessment of risk and need.

Very good illustration	Weak illustration
We have very effective measures for considering the circumstances of someone who has committed an offence when there are concerns about their wellbeing or potential risk. We promptly share information and act quickly and responsively to presenting issues and link well with each other to work collaboratively. We link appropriately with those services that may not come under the auspices of community justice. Early assessment of arising concerns is evident to ensure the most appropriate response is made. Immediate action is taken to ensure safety and reduction of risk.	Our arrangements for considering matters of concern about wellbeing or risk are not consistent, or do not involve each other as appropriate. Information is not always shared or effectively considered in reaching decisions or taking action. There are delays in taking the necessary action required whilst assessments are being carried out.

Very good illustration	Weak illustration
We share information responsibly and have clear protocols in place to do this. Critical information is shared quickly without delay. This is evident in relation to information to protect children and young people and vulnerable adults, including protection from sexual exploitation. Consent to sharing information is sought as appropriate and there is clear guidance in place for staff to adhere to. Systems are in place to support robust information sharing. Where these are not in place, we have a clear 'work around' to ensure strong recording practice is evident and relevant information is accessible as required. Information is used competently and ethically to inform decision making and action.	We are unclear on the expectations regarding sharing information, due to lack of guidance or protocols for staff. Critical information, in particular to protect children and young people and vulnerable adults, is not shared promptly or, when information is shared, it is not acted upon appropriately. There is a lack of understanding on when and what kind of information should be shared and when consent is required. There is a lack of care regarding information shared, with unnecessary information being shared. Systems for sharing information are unclear and underdeveloped. How information is recorded is highly variable which means information is not always readily available when it is needed.
A range of comprehensive assessment tools are used by staff to meet the differing needs of individuals. Where more specialist assessments are required these are completed. Assessment of need and risk are completed timeously and updated in accordance with risk, need and changes in circumstances. Assessments are completed are to a high standard and quality. Assessments are updated and responsive to periods of transition and are completed well in advance to ensure robust transitional planning.	There are limited assessment tools available for staff to use to meet different need and risk. Staff do not always have the necessary training to use assessment tools. There is limited access to specialist assessments. Assessments are not always completed in a timeous manner that is responsive the risk and need and changing circumstances. The quality of assessments is not to an acceptable standard. Assessments are not completed in preparation for transition stages for individuals which often impacts on decision making, planning and accessing services.

5.3 Planning and providing effective intervention

Themes

- How effective is the quality of our plans and planning?
- How timely and effective are our interventions?
- How effective is the quality and range of our interventions?

Key features

This indicator focuses on the quality of plans produced for those who have committed offences and how well partners use those plans to provide effective interventions to meet need and risk. It considers the quality of planning with a particular focus on how well all aspects of transitional arrangements are planned and implemented. It considers how well these plans are used to review progress and adapt interventions as necessary. In particular, this indicator focuses on the range of timely and effective person-centred interventions and whether they are of a high quality.

Very good illustration	Weak illustration
Where an individual should have a plan, this is in place and informed by sound assessment. Plans are reviewed as appropriate and up to date, to ensure they are responsive to need and risk. Plans reflect a multi-agency approach with clearly defined responsibilities. Plans are SMART and outcomes-focused. Staff fulfil their collective responsibilities and contribute effectively and appropriately in the planning process. Staff hold each other accountable for the shared delivery of individual plans. Proactive and robust planning is in place for transition stages well in advance and ensures a seamless process. There is strong joint working to achieve the best person-centred intervention, particularly in more complex cases.	Plans are not as well informed by assessment as they should be and are not always in place. The quality of plans is highly variable. Plans and planning do not always involve all relevant partners and lack a multi-agency approach. Staff do not always fulfil their responsibilities as outlined in plans and are not held to account for this. Reviews are not undertaken as and when required. Transition planning is often late and reactive, resulting in services and support not being in place when it needs to be. There is limited response by partners to make changes to these deficits to improve planning processes

Very good illustration	Weak illustration
Individuals receive timely and effective person-centred supportive interventions. Help is available for as long as it is needed no matter where you live. Interventions provide flexible responses to need that take account of the often chaotic and unstable circumstances of many individuals using services. Issues of responsivity have been taken account of and acted upon. Action has also been taken to ensure services are reactive to more vulnerable groups such as women, young people, those with a disability or mental health and addiction problems. 'One stop shops' have been developed to ensure easier access to a range of services.	Person-centred interventions are often not in place when they need to be. There are often delays in accessing the intervention required. Help and support is often time limited even though it is needed for longer, or a different support is not put in place at the time it is required. Interventions can be restricted by where you live. Support is not responsive or flexible to the needs of the community. Services lack adaptability to take account of the potentially chaotic and unstable circumstances of the community it provides services to. There are limited specialist interventions, or interventions for more vulnerable groups available.
High quality person-centred interventions are available for all, no matter which stage they are at within the community justice pathway. The range of provision is able to meet all aspects of wellbeing, need and risk, no matter where you live, with equity of access to services. Third sector partners are utilised well to provide range and depth of interventions. Specialist intervention services are made available as required. Where gaps in quality or range of provision have been identified, partners work together to address this deficit. Opportunities to provide integrated services as the best means of delivery are developed and in place.	Person-centred intervention is not delivered to an acceptable standard and limited action has been taken to address this. The range of interventions are limited and do not meet the needs of the communities. Where gaps have been identified there has been limited action to improve the range and quality of interventions. We have not capitalised or utilised the third sector as we should to ensure a range and depth of provision is available. Specialist provision is not available. We have not yet considered the possibility of integrated services.

5.4 Involving those who have committed offences, their families and victims

Themes

- How effective is participation in key processes?
- How effective are we at seeking and recording views?
- How effective are we at acting on views?

Key features

This indicator considers how well those who have committed offences and their families are involved and participate in key processes. It focuses on how well their views are sought, recorded and acted on. It looks at how well people who have committed offences are at the centre of all processes and are encouraged to take ownership and responsibility for what needs to happen, alongside those providing services.

Very good illustration	Weak illustration
People who have committed offences and victims are at the centre of key processes affecting them ensuring a whole systems approach. Diversity and difference is respected and a fair and inclusive manner is adopted in all work undertaken. Information is available, easy to read and clear. Responsibility, control and choice are promoted and every effort is made to do this. Approaches to participation are unique to the individual and their circumstances. Families are encouraged to be involved in key processes, and all efforts are made to achieve this, especially during periods of custody. Independent advocacy is made available to aid participation in key processes if required.	The voice of those with lived experience of community justice can get lost in the midst of key processes and activity. Whilst there is recognition of diversity and difference, this is not always acted upon or considered. Information is available, but is limited in how helpful, easy to read or understand it is. Individuals are not always involved as full participants. Consideration is not always given to other commitments and needs that may get in the way of full involvement. A generic approach is taken to involving individuals and their families without considering their unique circumstances. Families are invited, but not actively encouraged or provided with the means and support to help them be as involved as they wish to be. There is no real sense that advocacy has been considered when it is required.

Very good illustration	Weak illustration
Staff listen carefully to what individuals say and have a thorough understanding of their views, wishes and expectations. Individuals are able to comment and challenge where they are not in agreement and this is heard and considered. Those with learning, communication or other difficulties, or for whom English is not their first language, are able to express their views fully. Inclusive approaches are in place to hear the views of families and others. All records are accurate and views are taken into account in all assessments, decisions and planning.	Whilst staff listen to the views of the individual they have limited understanding of their wishes and expectations. Opportunities to comment and challenge are offered but not fully advocated or supported to promote meaningful involvement. There is not always enough support for those with communication difficulties or for whom English is not their first language. There are limited approaches to promote robust involvement of family members. Records and assessments do not always fully reflect the views of the individual or their family.
In promoting responsibility, ownership and control, opportunities are in place to help support individuals to progress their wishes and expectations. There is clear promotion of self-determination and self-directed activity to make positive changes in life. In achieving this, staff ensure individuals are held accountable for their actions.	There is limited opportunity taken to help individuals take more positive control of their own lives. Responsibility and increased resilience is not built upon to support self-directed positive change. Staff do not challenge or hold individuals accountable for their behaviour or actions.

How good is our operational management?

6. Policy, service development and planning

6.1 Policies, procedures and legal measures

Themes

- How well are we fulfilling our statutory duties within community justice?
- To what extent are we reviewing and updating policies and plans?

Key features

This indicator considers the extent to which partners individually and collectively are fulfilling their statutory duties in light of the community justice model. It considers how well all partners have made arrangements for reviewing and updating both single and joint policies and plans to align with community justice expectations.

Very good illustration	Weak illustration
We have a clear understanding of our statutory function under the Community Justice (Scotland) Act 2016 and other relevant legislation. We are able to demonstrate a collective understanding of each other's responsibilities. We have a shared value base, which is underpinned by very sound knowledge and commitment to fulfilling statutory obligations, regulations, guidance and codes of practice. There is strong and robust engagement with third sector partners.	We are unfamiliar with our responsibilities under the Community Justice (Scotland) Act 2016 and are not well sighted on each other's role and responsibilities. We meet our statutory duties to a minimal standard and there are inconsistencies in the ways in which legislation and guidance is implemented. Engagement with third sector partners has not been taken forward.

Very good illustration	Weak illustration
We have adapted and changed our single agency local and national policies and plans to reflect changes to community justice as appropriate. We have ensured these align to both national priorities and local arrangements. In doing this we have taken a shared approach to learn from each other. Together, and separately as appropriate, we have developed and updated policies and protocols to ensure they fit well together. Where opportunities arise to develop shared policies and protocols this has been done, including with other strategic partnership groups.	We recognise the need to update our policies and plans to reflect change to community justice but have not yet done this. We are approaching this task on a single agency basis without holding discussions to ensure they all fit together well. We have not taken advantage of developing shared protocols or policies. Staff are unsure what the expected practice is within their work.

6.2 Planning and delivering services in a collaborative way

Themes

- How effective is collaboration by all statutory partners?
- To what extent are we producing a high quality community justice outcome improvement plan?
- How effective is collaborative working with the third sector and non-statutory partners?

Key features

This indicator focuses on how well all statutory and third sector partners are working together and effectively delivering high quality community justice outcome improvement plans. It considers how well all partners are collaborating to deliver high-quality services that are informed by the profile of their local population and targeted at meeting need.

Very good illustration	Weak illustration
We have a shared and joint effort in our approach to collaborative working. We have a well understood statement of intention that is well understood by staff across partner services. There is a commitment and focus on prevention and early intervention at different stages. A robust and comprehensive strategic needs assessment has been completed and helps support strategic planning efforts. Joint strategic planning and approaches are in place with clear and robust agreed governance arrangements. Together we review the quality of our planning arrangements and make changes. Where appropriate we have demonstrated meaningful and well considered attempts to integrated approaches to service delivery.	We recognise the importance and need for strong collaboration to deliver high quality community justice services, but have yet to demonstrate this has been fully realised and acted upon by us all. There is collaboration by some, but others are not as involved as they should be. Whilst we have clear intentions regarding our single agency roles in community justice, a shared commitment is not yet in place. Strategic planning is taking place but it is not well informed by key factors such as strategic needs assessment, clear and robust governance arrangements, preventative approaches or integration of service options.

Very good illustration	Weak illustration
Together we have delivered a high quality community justice outcome improvement plan that takes account of legislation, national strategy and national framework requirements for our local area. Our plan is well informed by a strategic needs assessment and contains robust financial and resource information. We are able to leverage resources successfully. We are able to demonstrate preventative approaches from early intervention to high level intervention needs. Performance management is to a high quality and reflects both national and local requirements.	We have been unable to deliver a high quality community justice outcome improvement plan that takes account of all requirements and reflects our local and national priorities. The plan is limited and does not provide the level of depth and rigour which we require to deliver high quality services and positive outcomes. Our plan lacks clear direction and vision and does not aid good performance reporting or measures of success.
The role of the third sector is valued, well considered and demonstrated in the work of the partnership and the delivery of services. There is strong evidence the third sector is involved and consulted and working alongside the statutory partners directing the development and delivery of services. We are able to demonstrate efforts to involve non-statutory partners in planning and delivery of services that is based on the needs of the local population. Strong inter-relationships with other strategic partnerships, such as child protection committees, adult protection committees and violence against women partnerships are evident. Opportunities to work together on shared issues are maximised with combined efforts of activity.	Third sector partners are recognised as being valuable partners, but true and mature involvement in strategic planning and delivery is not yet in place. We consult third sector partners but this is directed by us, as opposed to co-productive approaches that reflect equality of partnership. There has been limited activity to engage wider non-statutory partners in the planning and delivery of community justice services. There are links to other strategic groups, but how they interlink and work together is underdeveloped and we tend to operate in silos.

6.3 Participation of those who have committed offences, their families, victims and other stakeholders

Themes

- How well do we communicate and consult with all stakeholders?
- How well do we involve all stakeholders in policy, planning and service development?

Key features

This indicator considers the extent to which people who have committed offences their families, victims and other stakeholders are involved and consulted in the development of policy, planning and services. It focuses on the different ways this is done and what impact it has, ensuring that partners build upon already existing mechanisms and target harder to reach groups. It considers the extent of community involvement and co-production.

Very good illustration	Weak illustration
There are very effective joint engagement and consultation methods in place. We have taken advantage of already existing groups to avoid duplication and maximise them to greatest effect. Where necessary we have taken steps to engage harder to reach groups. We facilitate very effective participation of individuals with more complex needs. We have developed a range of mediums to engage those who use services and wider communities to best effect and to maximise potential. We have well developed mechanisms to provide feedback following consultation and involvement. We have well established processes for seeking the views and consulting with stakeholders.	We are at an early stage in developing joint approaches and strategies to communicating and consulting with people who have committed offences, their families, victims and other stakeholders. We have not yet identified or capitalised upon already existing groups we could engage with for such purposes, or taken steps to identify or engage harder to reach groups. We make varied and inconsistent attempts to reduce barriers to communication and involvement. Some groups are over consulted with whilst others are not yet included. We have not yet developed a mechanism to provide feedback post consultation, which leaves stakeholders unsure as to whether their views have been considered or made a difference.

Very good illustration	Weak illustration
There is a strong commitment to ensuring our policies and planning arrangements and service developments represent the views of those who have committed offences, their families and victims of crime and wider communities. Involvement and participation comes across strongly in our community justice outcome improvement plan, local outcome improvement plan and other policies. We have a joint participation and engagement strategy for community justice. People who have committed offences, their families, victims and those affected by crime have meaningful opportunities for access to local accountable officers representing the community justice partners. We can demonstrate that participation and involvement approaches directly influence our policies and the provision of services, including changes in service provision. Co-production and innovative approaches are at the heart of our involvement and participation activity.	We are committed to involving people in policies, planning and service development. However, we do not have a clear strategy to do this and we do not routinely seek the views of all stakeholders on the full range of services. Our community justice outcome improvement plan and our local outcome improvement plan do not include or represent well the views of those most affected by crime. We provide few meaningful opportunities for people those who have committed offences, their families, victims and those affected by crime, to discuss planning and service provision with local accountable officers representing community justice partners. We are unable to demonstrate that the views of those using services have a direct influence in provision or change to services. There is no evidence of co-production.

6.4 Performance management and quality assurance

Themes

- How well do we use the OPI Framework?
- How effective are our local systems, processes and reporting arrangements?
- To what extent are we reaching targets and improving consistency?

Key features

This indicator relates to the effectiveness of performance management and quality assurance mechanisms to ensure high standards in service delivery focused on improving the outcomes of those who have committed offences and those affected by crime. It considers how well partners use the OPI Framework to best effect alongside local mechanisms for reporting. If focuses on how partners set targets that consolidate performance and strive for improvement.

Very good illustration	Weak illustration
We have made effective use of the OPI Framework. We have a range of high quality performance management information through use of the outcomes and indicators and have set priorities and targets to improve performance based upon these. We have systems in place across partners that enable us to gather robust performance information that is reliable. The 5-step approach to evaluation and or other local approaches has been used to measure the performance of individual services and used to influence ongoing commissioning arrangements locally.	We are not using the OPI Framework to best effect. The outcomes and indicators are not reported on to an acceptable standard, or being used to set priorities and targets. Where we have decided not to report on certain indicators, the rationale for this is not clear enough. There are limited or variable systems and processes in place to gather performance information which affects the quality and reliability of our information. The 5-step approach to evaluation or local approaches is not being used to identify how well individual services are performing. Such methods are not being used to help inform future commissioning activity.

Very good illustration	Weak illustration
We have taken steps to develop further local performance measures based on local priorities. There are well established systems and processes to gather quality performance information. Reporting arrangements provide timely and reliable information. Performance which falls below expectations is quickly identified and action taken to correct this. We routinely quality assure key processes. When variability in quality of work is identified, effective solutions are put in place to remedy this. Robust approaches to scrutinising performance are well established and operating well.	We have not yet considered performance measures based on locally determined priorities. Systems for gathering performance information are inefficient. Performance reporting does not provide the level of detail needed to identify inconsistencies in practice. Staff are therefore unable to use performance data to identify where improvement is needed and make changes. Limited information about quality of service makes it difficult to take remedial action to improve. The scrutiny of performance is not robust and is inconsistent.
We set both aspirational and realistic targets on performance. We review these and take corrective action necessary to achieve goals. Strong performance is sustained over time and improvements are made across all areas in a consistently progressive way. Quality assurance systems and processes are used to maintain high standards and consistency of work. We are not content meeting minimum standards and continually strive to improve the quality of our work.	We do not ensure we meet performance targets or take remedial action to improve on this, including reviewing our targets for appropriateness. We do not sufficiently challenge ourselves to perform better by making targets more demanding. Improvements are delivered in some areas of work but key processes remain inconsistent. There are significant gaps in the work covered by our quality assurance processes.

7. Management and support of staff

7.1 Staff training and development and joint working

Themes

- How competent and confident is our workforce?
- How effective is our training and development?
- How effective is our advice, guidance and support to staff?
- How effective is our multi-disciplinary and joint working?

Key features

This indicator relates to how well staff are supported to be competent and confident in their work. It is concerned with the effectiveness of training and development to ensure that staff have the necessary knowledge, skills and qualifications to perform their work well. It considers the effectiveness of the advice, guidance and supervision that staff receive to reflect and improve upon their practice. It also considers the extent to which teamwork and multi-disciplinary working are promoted within and across services.

Very good illustration	Weak illustration
We have established a positive culture and supportive work environment. Staff are supported, supervised and accountable for their work. They get help and advice when they need it and are encouraged to exercise initiative and professional judgement. An effective appraisal process is well embedded to ensure professional competence on a routine basis. This is used to develop the skills and competence of the workforce.	Staff lack confidence and are reluctant to use their initiative or take appropriate decisions. There is a culture in which staff are not held accountable for their work or equipped to fulfil their responsibilities. They do not have access to an appraisal process that links to their role and function within community justice.

Very good illustration	Weak illustration
There is a clear commitment and strategy in place to develop staff. Opportunities are in place and action is taken to contribute to the national strategy for innovation, learning and development. Staff demonstrate a sound knowledge and understanding of the values and principles of community justice. Joint training is provided on a regular and planned basis. All staff undertaking specific roles have access to up to date training required to carry out their functions effectively and can reflect on the benefit of this. New staff benefit from highly effective induction and training.	There is a lack of commitment or clear strategy to provide appropriate joint training to ensure a competent and able workforce. There are limited opportunities to utilise national training or learning, which impacts on staff ability to develop the skillset they require to carry out their role and function. There are limited opportunities for staff to benefit from planned joint training. Staff understanding of the values and principles of community justice is not well developed. Staff do not always have the essential up to date training required to do undertake their role effectively. The impact of training is not well known.
There is a strong learning ethos in which reflection and learning are valued. There is learning from research findings, learning reviews and examples of good practice. Staff benefit from sound professional guidance and supervision, challenge and support and opportunities to learn, improve and develop.	Practice is highly variable and the level of support and advice to address this is limited with poor practice often going unchallenged. Staff do not benefit from quality supervision and guidance, challenge and support. Opportunities to benefit from research, learning reviews and good practice is not valued and is limited.
Teams have the range of skills, knowledge and experience to deliver high quality services. They hold strong professional expertise that they share and benefit from in their work with colleagues. Staff work well together to achieve the stated aims and have a shared vision. Joint working and multi-disciplinary teamwork is effective in delivering high quality services.	Within teams, not enough attention has been given to ensure they hold the range of skills, knowledge and expertise to provide consistently high quality services. Professional expertise is variable and not always shared to best use within and across teams. Staff lack confidence in team working and are unclear how their work contributes to a shared vision. Joint working is not well established and there is little evidence of multi-disciplinary teamwork.

8. Partnership and resources

8.1 Effective use and management of resources

Themes

- How well are we leveraging resources?
- How effective is our joint deployment and expenditure of resources?
- To what extent are we achieving best value?

Key features

This indicator considers the extent to which partners are innovative in their approaches to delivering services in the most sustainable and resource efficient way that still ensures the delivery of high quality services. It is concerned with the combined approaches by partners to deploy resources in a way that is able to demonstrate sound resource management and achieve best value. It considers the extent to which this is achieved in a planned and sustained way that is focused on best practice and achieving good outcomes.

Very good illustration	Weak illustration
We are taking evidence led and good practice approaches and action to combining resources, to ensure best delivery of sustainable services. We have been proactive in leveraging resources by pulling together and re-creating services based on need. We are proactive in reshaping services by identifying opportunities to 'spend to save'. In achieving this, we have undertaken sound cost, risk and need analysis to ensure leveraging resources are based upon sound principles of good practice. Robust, cost effective resource planning is in place to achieve changes in delivery. We are able to demonstrate a clear rationale for leveraging resources and can demonstrate their success. Asset based approaches are maximised to full effect.	We recognise the benefit of leveraging resources but have not yet put this into practice based on a sound, cost and risk analysis to provide improved services. Where we have combined resources, this has not been based on clear rationale to provide better quality services, but has been driven only by financial savings. There have been limited opportunities to draw on good practice in the reshaping of services to ensure they are sustainable. Resource planning to make changes in service provision lacks rigour. Maximising community assets has not been considered.

Very good illustration	Weak illustration
There is a joint approach to the deployment of resources. We are able to demonstrate how our collective management and deployment of resources is tackling inequality and reducing demand for specialist services. Opportunities for sharing staff, expertise, information, property and finance, and ensuring strong collaboration have been maximised. We keep each other well informed about resources.	Those responsible for managing resources are not always well enough briefed to participate in informed, collective decision making. Opportunities to make best use of sharing resources and developing an overview of community justice services are overlooked. There has been little discernible improvement through joint deployment of resources in the quality and effectiveness of services.
We understand and accommodate financial constraints. We can demonstrate a rigorous and collaborative approach to implementing best value. Streamlined governance and accountability arrangements are helping us to jointly review, appraise options and maximise opportunities to reduce costs and avoid duplication. This is helping achieve sustainability of services.	We are inconsistent in jointly reviewing services to achieve best value. Cost and resource constraints are not managed effectively. We are becoming more forward looking in seeking to improve our efficiency but our resource planning focuses too much on the bottom line without paying sufficient attention to service quality and the impact on service users.

8.2 Commissioning arrangements

Themes

- To what extent are we balancing direct provision and purchased services?
- How effective is our funding and commissioning?
- How well are we monitoring and reviewing quality?

Key features

This indicator focuses on the extent to which partners work together to develop and implement robust joint strategic commissioning arrangements. It considers the extent to which planning achieves an optimum balance between directly provided and purchased services. It considers how well partners monitor and review the quality of commissioned services in partnership with providers and people using services.

Very good illustration	Weak illustration
Approach to commissioning services is based upon a comprehensive strategic needs assessment and the key priorities outlined in strategic plans. This is analysed and updated to reflect current and future needs. Service provision is based on a mixed economy approach that demonstrates a rationale for achieving an appropriate balance between direct provision and purchased services, universal, targeted and specialist services. There is a shift in focus to early intervention and prevention services to ease future demands on services.	Approaches to developing a shared, strategic approach to commissioning are at an early stage. Commissioning is not informed by a comprehensive understanding of need and we are not well enough informed about resources and capacity. There is limited evidence of a rationale to inform the mixed economy of provision.

Very good illustration	Weak illustration
We use the strategic approach to commissioning developed in partnership with Community Justice Scotland and have developed commissioning standards and guidelines for our local area. As our partnership matures there is increased joint commissioning of services. Stakeholder contribution and involvement and, in particular, third sector partners, is at the heart of our approaches to developing strategic commissioning. Close working with people who use services to inform the commissioning of services is embedded.	Approaches to commissioning are inconsistent and provide limited assurance of competitive neutrality among providers in the public, voluntary and independent sector. There is limited evidence of intentions to develop jointly funded commissioned services. There is a lack of contribution and involvement of stakeholders or people who use services to inform future commissioning of services.
We ensure that commissioned services are delivered efficiently and effectively. We have high expectations about the quality of services we commission and about achieving the standards necessary to meet the needs of people involved in, or affected by crime. We have robust monitoring and reviewing systems in place to ensure high quality services are in place. We implement the OPI Framework, particularly the 5-step approach to evaluation, or locally determine approaches to ensure sound evaluation of services. These are informed by a robust evidence base. We seek out the views of people who use services to help inform future intentions for commissioning.	Services are commissioned to meet gaps in service, or contracts are renewed without a thorough review of overall need. Robust monitoring and reviewing systems or sound evidence are not in place to best inform the commissioning of services. There is a lack of a structured approach to inform this activity. There are limited examples of harnessing the views of people who use services to inform future commissioning plans.

8.3 Securing improvement through self-evaluation

Themes

- How effective is our planning and co-ordination of self-evaluation?
- To what extent are we involving people who have committed offences, victims and families?
- How successful are we at securing continuous improvement?

Key features

This indicator relates to how well self-evaluation is planned and co-ordinated. It considers the extent to which self-evaluation involves and takes account of the experiences of people with previous convictions and those affected by crime. It looks at the effectiveness of self-evaluation in leading to improvements.

Very good illustration	Weak illustration
We are committed to delivering excellence in community justice. We have a shared approach to self-evaluation and improvement guided by relevant and accredited frameworks. We jointly review the quality of services and challenge each other to strive for better results. Performance reporting information is used effectively to identify priority areas for self-evaluation activity and identify key priorities. We plan and co-ordinate single agency and joint self-evaluation activity based on manageable priorities. Robust evidence and auditing systems are in place to support valid self-evaluation.	We are content for services to meet minimum standards. We do not plan or co-ordinate self-evaluation activity together and are not yet able to identify priority areas for self-evaluation. Our partnership lacks the maturity to be able to challenge each other to be more successful. We do not know ourselves well enough to know what we do well and how to improve. Performance management information is of limited value and provides little robust evidence.
Staff, people who use services and stakeholders are involved as an integral part of self-evaluation processes. Innovative approaches are in place to gather views and involve others in self-evaluation and there are established approaches to do this. Staff are encouraged to undertake self-evaluation of their work and are supported to do this. Mechanisms are in place to provide feedback on how involvement influences self-evaluation.	We seek the views of those using services but do not do this systematically, or use the evidence gathered well enough as part of self-evaluation. There is limited involvement or awareness of self-evaluation by staff.

Very good illustration	Weak illustration
Self-evaluation focuses strongly on improving outcomes. Results of self-evaluation are used to identify key priorities and these are communicated clearly and acted upon. Staff understand what they need to do to improve the quality of their work. We are successfully achieving notable and tangible improvements as a result of self-evaluation. We are building the capacity of staff to secure change and improvement through self-evaluation.	We can demonstrate a few improvements in the quality of processes and systems, but not improvement in wellbeing or outcomes for people who have committed offences, their families, victims and those affected by crime. Self-evaluation continually identifies the same areas for improvement. We make plans to improve but these are largely ineffective. Staff remain unconvinced of the benefit of self-evaluation in securing improvement.

How good is our leadership?

9. Leadership and direction

9.1 Vision, values and aims

Themes

- How strong is our coherence of vision, values and aims?
- How well are we sharing and sustaining the vision?
- To what extent are we ensuring equality and inclusion?

Key features

This indicator relates to how well leaders work together to deliver the best possible outcomes for people with convictions and those affected by crime through the shared national vision for community justice that is underpinned by the key principles of the national strategy. It also considers the shared local vision by partners that ensures a local perspective to community justice. It considers the extent to which the vision is owned by staff and drives the planning and delivery of services. It focuses on how effective the vision is in promoting equality and inclusion.

Very good illustration	Weak illustration
We share an ambitious local objective that aligns to the Scottish Government vision for community justice. We are committed to the approach to deliver community justice in Scotland outlined in the national strategy and OPI Framework. Strong and clear links are evident between our vision for community justice and community justice outcome improvement plans, local outcome improvement plans and joint operational plans and policies.	Our local intention for community justice does not focus sufficiently on outcomes and lacks collective ownership. The separate aims of partners are reflected in the community justice outcome improvement plans but we have yet to reach agreement about shared aims which is getting in the way of developments. Links between our vision for community justice, community justice outcome improvement plans and local outcome improvement plans are not clear.

Very good illustration	Weak illustration
There is involvement of a wide range of staff, stakeholders and people who have committed offences, their families and victims in developing the local vision for community justice. There is collective ownership of ambition and aspirations. This is revisited at regular periods to reinforce the national and local vision and values. We share a common purpose and high expectations.	Our vision has limited relevance to community justice work and lacks ambition. There are too few opportunities for staff, stakeholders, people who have committed offences, their families and victims to be involved in developing the vision. The vision is seldom referred to and infrequently used in our joint purpose or planning.
Vision, values and aims set out clear expectations for promoting equality and inclusion. This is reflected in all relevant policies and plans. We ensure staff are embedding equality and inclusion in their work.	We recognise the importance of equality and inclusion but it is not reflected clearly enough in our policies and plans. Staff are committed to embedding equality and inclusion in their work, but it is not always evident in practice.

9.2 Leadership of strategy and direction

Themes

- How effective is our collaborative leadership?
- How effective are we at prioritising integration and effectiveness?
- How effective are we at balancing transitional change and stability?

Key features

This indicator focuses on collaborative leadership to plan and deliver on the model for community justice that ensures all partners fulfil their role and responsibility to the maximum. It considers how well leaders are prioritising national and local priorities. It looks at how well leaders are building and sustaining services that deliver positive outcomes and, at the same time, secure ongoing improvement through partnership working.

Very good illustration	Weak illustration
We have a clear and coherent community justice outcome improvement plan that includes joint and integrated services and involves all relevant partners. This ensures accountability and responsibility for future direction of services. There is a clear and coherent approach between all of our statutory partners and the third sector on the development of current and future services. We monitor success and effectiveness together and prioritise successes for delivering and sustaining measurable outcomes.	Our community justice outcome improvement plan lacks clarity and focus and cohesive partner involvement. Accountability for leading and directing work does not represent our full range of partners. Relationships between statutory partners and third sector partners are underdeveloped. We have not yet achieved levels of trust that allow for quick and solid decision making. This undermines our approaches to drive improvement and change.
We are successfully leading and directing resources to prevention and early intervention. Leadership is collaborative and works effectively to reduce demands on higher level, specialist services. Collaborative leadership is in place to drive national strategy and vision.	We have no coherent strategic approach for prevention and early intervention. There is a lack of emphasis on the gains to be made from reducing levels of higher level, specialist services. Our leadership and interventions are often reactive and driven by crisis.

Very good illustration	Weak illustration
We can demonstrate sound analysis and rationale on what needs to change and what needs to remain. We steer services successfully through challenges associated with change and sustain what is working well. We have successfully achieved full implementation of the community justice model.	Our analysis of risks and benefits of change is limited. Our focus on outcomes gets lost when faced with difficult decisions about reducing costs. Our leadership is focused on making changes within individual services, rather than change through integrated and joint approaches. Progress and pace to full implementation of the community justice model has been slow.

9.3 Leadership of people

Themes

- To what extent are we developing leadership capacity?
- To what extent are we building and sustaining relationships?
- To what extent are we promoting teamwork?

Key features

This indicator relates to the effectiveness of leaders in building capacity for leadership at all levels. It includes the development of a supportive working environment and positive working relationships within and across services. It focuses on how well team working is promoted to achieve high levels of performance.

Very good illustration	Weak illustration
We can demonstrate very effective leadership skills in motivating others. We have a culture of collaborative working, with management teams working closely with each other. We have a shared understanding of the role all staff have to play in delivering high quality services. Staff are confident in exercising their initiative and adopting lead roles.	Our leadership is unable to execute the skills required to motivate others. We understand the importance of effective working relationships but are unable to be successful in gaining sufficient collaborative working. There is confusion in the different roles staff undertake and who is leading what. There is a lack of ownership of important initiatives.
We have highly visible leadership and personal profiles with staff. Effective methods to communicate with staff are in place. We are accessible and responsive and held in high regard by stakeholders. We promote positive working relationships and a supportive working environment.	We have limited direct contact with staff. Methods of communication fail to engage or energise staff. We are viewed as distant and resistant to challenge. We have not done enough to promote positive working relationships.

Very good illustration	Weak illustration
We exemplify the high performance expected from staff in delivering high quality services through strong team work. We promote an ethos of teamwork and professional collaboration at all levels. Staff understand the benefits of multi-agency working and demonstrate this in their own practice. We recognise achievements and celebrate successes.	We recognise the importance of team work but have not done enough to promote this to affect positive collaborative working. Teamwork often lacks focus and has limited impact on improving outcomes. Achievements and successes within teams are rarely recognised or praised.

9.4 Leadership of improvement and change

Themes

- To what extent are we continuously improving?
- To what extent are we learning for change?
- How effective is our transformational change?

Key features

This indicator relates to the commitment and effectiveness of leaders in striving for excellence in the quality of services for people with convictions, their families, victims and communities. It considers the extent to which learning opportunities are explored and used as a catalyst to effect change. It focuses on the ability and success of leaders in taking a whole systems approach to redesigning services and achieving significant improvements in outcomes through step change.

Very good illustration	Weak illustration
There is a commitment and focus on improving the quality of services. We constantly explore new ways of driving up the capacity for improvement through self-evaluation. There are high levels of awareness regarding performance. We conscientiously evaluate whether changes made are delivering the required results. Success is a catalyst for further improvement.	There is insufficient focus on improving services. Self-evaluation is of limited value in helping us know how well we are performing. Approaches to improvement are not sufficiently detailed to demonstrate impact of planned improvements. We are slow to take corrective action.
We routinely identify good practice in joint planning, commissioning and working. We empower staff to be creative together and are highly motivated to learn from others. We are confident to adapt and embed practice from elsewhere to meet needs and improve quality. We explore new ways of working through applying findings from reviews, research and scrutiny.	There is awareness of good practice in individual services, but not through integrated working. We are poor at identifying and communicating successes and continue to do what has always been done. We do not consider how this might be done better, even when outcomes are not positive. We have successful but time limited initiatives. We rarely look outside to learn from elsewhere and learning from elsewhere is not utilised or embedded locally.

Very good illustration	Weak illustration
We use proven models and promote evidence based approaches to change management. We empower staff to be creative and innovative and are able to demonstrate breaking down of silo working. We continually challenge ourselves about traditional approaches of delivery and how to work differently. We apply outcome focused models towards service redesign. There are notable leaps forward and a strong pace of change.	Changes made absorb a lot of effort and time but result in limited improvement or progress. Staff are not supported to be creative or innovative. Silo working continues without efforts to adjust for the better. There is no joint approach to successfully delivering change, with the primary focus on the need to make financial savings rather than improving services. The rationale for change is not communicated well and the pace of change is slow.

10. What is our capacity for improvement?

Global judgement based on an evaluation of the model of quality indicators

Our judgement about the capacity for improvement hinges on the confidence we have in relation to important levers for improvement. It is based firmly on the extent to which we can reliably demonstrate the following.

- Improvement in the life chances and outcomes of those with lived experience of community justice.
- Equality of access to services and quality interventions to support desistance.
- Effective leadership and management.

This high level question requires us to come to a global judgement and overall statement about the capacity for continued improvement which is based on evidence and evaluations across this guide of quality indicators.

We need to take account of important changes and contextual issues which might influence this judgement. We also need to take account of our individual and collective ability to respond to change and be creative and innovative in the pursuit of excellence.

The level of confidence we reach may be different for each of the above and may include some qualifications or reservations. For example, we may evaluate leadership and management as very effective, but we know that some pivotal posts will become vacant in the near future, or there may be gaps in the evidence we have to support firm conclusions.

Appendix 1

The six point scale

Level 6	Excellent	Outstanding or sector leading
Level 5	Very Good	Major strengths
Level 4	Good	Important strengths with areas for improvement
Level 3	Adequate	Strengths just outweigh weaknesses
Level 2	Weak	Important weaknesses
Level 1	Unsatisfactory	Major weaknesses

An evaluation of **excellent** applies to provision which is a model of its type. The experiences and outcomes for those with lived experience of community justice are of a very high quality. An evaluation of excellent represents an outstanding standard of performance which will exemplify the very best practice and will be worth disseminating beyond the area. It implies that these very high levels of performance are sustainable and will be maintained.

An evaluation of **very good** will apply to provision characterised by major strengths. There will be very few areas for improvement and any that do exist will not significantly diminish the experiences of those with lived experience of community justice. While an evaluation of very good represents a high standard of performance, it is a standard that should be achieved by all. It will imply that it is fully appropriate to continue the delivery of service without significant adjustment. However there will be an expectation that professionals will take opportunities to improve and strive to raise performance to excellent.

An evaluation of **good** will apply to performance characterised by important strengths which, taken together, clearly outweigh areas for improvement. An evaluation of good will represent a standard of performance in which the strengths have significant positive impact on those with lived experience of community justice. However, the quality of experience of those with lived experience of community justice will be diminished in some way by aspects of which improvement is required. It implies that services should seek to improve further the areas of important strengths, but take action to address the areas for improvement.

An evaluation of **adequate** will apply to performance characterised by strengths, which just outweigh weaknesses. It implies that those with lived experience of community justice have access to basic levels of provision. It represents a standard where strengths have a positive impact. However, while these weaknesses will not be important enough to have a substantially adverse impact, they will constrain the overall quality of outcomes and experience of those with lived experience of community justice. It will imply that services should take action to address areas of weakness while building on strengths.

An evaluation of **weak** will apply to performance which has some strengths but where there are important weaknesses. In general an evaluation of weak may be arrived at in a number of circumstances. While there may be some strengths, the important weaknesses, either individually or collectively, are sufficient to diminish the experience of those with lived experience of community justice in substantial ways. It may imply that significant need, wellbeing and risk are not met. It will imply the need for structured and planned action on the part of services involved.

An evaluation of **unsatisfactory** will apply when there are major weaknesses in performance in critical aspects which require immediate remedial action. The outcomes and experiences of those with lived experience of community justice will be at risk in significant respects. In almost all cases, staff will require support from senior managers in planning and carrying out the necessary actions to effect improvement. Urgent action will be required across services to ensure that those with lived experience of community justice have their needs and wellbeing improved.

Appendix 2

Terms and definitions

Outcomes are the tangible benefits achieved for an individual as the result of action. Being able to gather tangible outcome evidence represents a strong ability to demonstrate the positive difference being made. The ability to demonstrate outcomes requires clear targets to be in place that allow you to measure achievement. A good way to evidence outcomes is to set realistic targets and then demonstrate how an improvement has been achieved by using trends.

Tangible results are outcomes that you are able to see and are measurable. They are the results that you are able to see making a real positive difference in an individual's life.

Trend information demonstrates year on year a pattern of results against an agreed measure. EFQM states that to establish a trend, the information needs to cover a continuous period of three years or more. There are positive and negative trends. Positive trends over a sustained period of time can be a good indicator of achieving and being able to demonstrate good outcomes.

Impact is different from outcomes as it is more linked to experiences and the emotive aspect of how something felt. Impact is unlikely to be demonstrated or evidenced in the same way as outcomes but they are inextricably linked. Impact is best connected to the perception an individual or group has about their experience, how they felt and how this made a difference to them.

Key processes are best described as the mechanisms of operational practice. They are often the way things get done and the systems that are in place to help achieve this. These can be anything from referral systems and how people access services, right through to assessment and how interventions are accessed and received.

The **community justice pathway** is the journey that an individual is on through community justice, from the first point of contact they have with any services right the way through to their end point experience. The pathway considers all aspects the individual will encounter when they are involved with all aspects of community justice.

People who have committed offences may have previous convictions or they may not yet have been convicted.

People with lived experience of community justice are those individuals who have an experience of the community justice pathway.

When the guide refers to **families**, this relates to the families of those who have lived experience of community justice.

When we refer to **transitions** this applies to any period or stage when an individual may be moving between different support services in their community justice pathway. This can be for a range of reasons but will be primarily in relation to type of disposal, sentence or age. For example, a young person moving between children's services or youth justice services to adult services or an individual preparing for release from prison back into the community. Periods of transition that are also significant as they may impact on the success of an individual's journey should be considered. For example, when someone moves from residential detox to their own tenancy, or starts a new job after a significant period of not working.

By **stakeholder and others** we mean those who are not statutory partners but will have a role or involvement in community justice and will be able to contribute in some way. This could include those with lived experience of community justice, families, third sector, victim support services, local businesses or enterprises and communities

When we refer to **staff** in the guide we mean all staff who are involved in the delivery of community justice in some capacity. We realise this may be a more active role for some rather than others who may also carry other non-community justice responsibilities. This includes staff at all levels, from frontline service delivery to senior managers, as each has a significant and important role to play.

The term **support** is used to mean the direct verbal and emotional care received as well as direct support service provision.

Within community justice **prevention and early intervention** refers to secondary prevention which are likely to be targeted at more high risk groups or areas. However primary prevention and early intervention is crucial in making a real difference at the earliest possible stage and is a crucial consideration in striving for excellence.

The 5-step approach to evaluation is an approach that enables service providers and funders to evaluate their service. The Scottish Government has published two evaluation packs that can be used within community justice.

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànain eile ma nithear iarrtas.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

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