



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

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Introduction

In 2016 the Scottish Government tasked the Care Inspectorate to provide self-evaluation guidance and support to community justice partnerships and lead on scrutiny and assurance of justice social work. The Care Inspectorate reported on these activities in the first [overview report](#).

This publication is primarily for statutory and third sector partners with strategic responsibility for the planning, delivery and evaluation of community justice services in Scotland. When we refer to partners within the guide, we mean all [statutory partners](#) and third sector partners. Community justice partners should use this guide to support continuous improvement. We recognise that the various partners hold different and unique roles, many of which are wider than community justice.

This guide was developed to support 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 efficient and effective delivery of community justice. Taking a collaborative approach will result in higher quality self-evaluation and subsequent improvement activity. Self-evaluation should, where appropriate, include statutory and non-statutory partners.

The quality improvement framework in this guide focuses on people's outcomes and experiences of community justice. It also considers how well partners are working together to design and deliver services that achieve improved outcomes for people, families and communities.

Policy background

In the [Vision for Justice in Scotland](#) (2022) the Scottish Government outline what is needed to create a safe, just and resilient Scotland.



[The National Strategy for Community Justice](#) (2022) supports and drives forward action in relation to the outcomes set out under the aim to 'support rehabilitation, use custody only where there is no alternative and work to reduce reoffending and revictimisation'.

National Strategy aims

1. Optimise the use of diversion from prosecution and intervention at the earliest opportunity
2. Ensure that robust and high-quality community interventions and public protection arrangements are consistently available across Scotland
3. Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence
4. Strengthen the leadership, engagement, and partnership working of local and national community justice partners

The [Community Justice Performance Framework](#) (2023) (CJPF) sets out the outcomes which are to be achieved in order to realise the vision presented in the strategy, and indicators to be used to measure progress in achieving the outcomes.

The national outcomes (below) and indicators are to be used by statutory partners in their planning and reporting. [Community Justice Scotland](#) (CJS) will use the CJPF and the [Improvement Tool](#) for monitoring, improvement and assurance, and to inform recommendations to Scottish Ministers.

National outcomes

1. More people successfully complete diversion from prosecution
2. More people in police custody receive support to address their needs
3. More people are assessed for and successfully complete bail supervision
4. More people access services to support desistance and successfully complete community sentences
5. More people have access to, and continuity of, health and social care following release from a prison sentence
6. People have greater access to suitable accommodation following release from a prison sentence
7. More people with convictions access support to enhance their readiness for employment
8. More people access voluntary throughcare following a short-term prison sentence
9. More people across the workforce and in the community understand, and have confidence in, community justice.

Following the publication of the Vision and Strategy, and alongside the CJPF and the Improvement Tool, the Care Inspectorate has updated this guide to ensure it is consistent with these developments. This updated guide also reflects learning from our use of the guide in undertaking scrutiny and assurance of community justice and justice social work.

The CJPF, alongside the Improvement Tool, is the main mechanism for partners to measure progress and report on different aspects of performance. Throughout this guide we refer to the CJPF and the Improvement Tool where evidence gathered for statutory reporting can also be used to inform self-evaluation and independent scrutiny.

In 2020, the Scottish government published [The Promise](#) to care experienced children and young people that they will grow up loved, safe and respected. Included in the report was a commitment to a new approach to youth justice which holds true to the [Kilbrandon principles](#) that the rights of children and young people in conflict with the law must be upheld. It also stated that Scotland must improve support for children affected by parental imprisonment and must do all it can to prevent the imprisonment of those with parenting responsibility.

Legislative basis

The Community Justice (Scotland) Act 2016 provides the legislative basis for the operation of the community justice model.

The legislative basis for the Care Inspectorate's functions sits within the Public Services Reform (Scotland) Act 2010. They are also informed by the Community Justice (Scotland) Act 2016 and the National Strategy, alongside other key strategies and policies.

The quality indicators outlined within the following quality improvement framework link to the set of national outcomes, referred to as the 'nationally-determined outcomes' in the Community Justice (Scotland) Act 2016, as stated within the CJPF. This guide is one of the key documents identified within the CJPF to support the community justice performance model.

Using self-evaluation to plan improvement

Self-evaluation helps to establish a baseline – a starting point – from which community justice partners can monitor progress and measure the impact of any improvements made in how services are designed, delivered and experienced. Self-evaluation is not meant to be a mechanistic or bureaucratic process.

The timescales for self-evaluation are set by partners and depend on where partners are on their continuous improvement journey. Being proportionate and realistic is important, and approaches may vary depending upon local need. For areas who identify a need to make several essential improvements to deliver better outcomes for people, families and communities, more regular reviews will be required. This is to help ensure partners continue to move forward and make changes when things are not working as expected or planned.

A shared vision – owned by all partners – should be the driver to improvement and those undertaking the self-evaluation should be able to see a clear thread connecting vision, strategy, practice and outcomes. This aligns to the European Foundation for Quality Management (EFQM) [direction, execution and results model](#). Opportunities to undertake joint self-evaluation should be maximised, aligned to multi-agency corporate planning and reflected in the local outcome improvement plan and/or the community justice outcome improvement plan.

Establishing how to make improvements in outcomes for people, and how to measure these, is the central aim of self-evaluation. Whatever the planning structures for taking forward improvement, the focus should be on those areas of most concern that have the most negative impact upon people accused or convicted of offences, and people affected by crime.

The self-evaluation questions

Self-evaluation for improvement is based on three key questions.

How are we doing?

This is the starting point for self-evaluation. It is the baseline for any further development and improvement. By considering performance management information, quality assurance data, and feedback from people with living experience, staff and other stakeholders, it will be possible to evaluate the current efficiency, effectiveness and responsiveness of community justice. Using the quality indicators enables benchmarking of current practice and performance against local and national priorities. Answering this question helps to identify strengths within and across service delivery. It also enables consideration of the areas that need to be improved or further developed.

How do we know?

In considering this question, community justice partners identify, gather and review the evidence available to them to show how well the lives of people with living experience of community justice are improving. Self-evaluation should be open to constructive challenge and how evaluations are determined should be a transparent and credible process. Both qualitative and quantitative evidence can inform partners and services about the quality of their work. Alongside each of the quality indicators there is a list of potential sources of evidence partners may consider to support their findings, including data gathered to inform the CJPF. This is not an exhaustive list.

Self-evaluation can only be as reliable as the evidence supporting it. Conclusions should be based on a range of evidence sources. It is important to test out the strength of evidence through 'triangulation' (for example, comparing one source of evidence with a second and third source). Reliable self-evaluation also involves benchmarking inputs, outputs, and outcomes with comparator areas.

What are we going to do next?

This question helps partners take forward the learning from the self-evaluation and to develop a set of clear and tangible priorities for improvement or investment. This approach offers opportunities to reach well thought-out and robust conclusions. This then allows partners to agree on the actions to be taken to improve the life chances and outcomes for people with living experience of community justice.

The findings of the self-evaluation may also offer opportunities for partners to celebrate success and highlight what is working well.

Improvement planning

Improvement planning is part of the wider quality assurance and self-evaluation cycle. The areas for improvement identified through self-evaluation should be detailed within the improvement plan. An improvement plan is most effective when it is not overly complicated. Plans should therefore be SMART (Specific, Measurable, Achievable, Realistic and Timely). The plan should clearly state what will be done, by whom and within a clear timescale.

Identifying what improvement actions are working or where further improvement or redirection is needed requires reviews of effectiveness to be ongoing. Self-evaluation is therefore not a one-time activity. Community Justice Outcome Improvement Plans (CJOIPs) should reference self-evaluation activity and improvement planning.

The Quality Improvement Framework

The following framework of quality indicators is designed to help evaluate and improve community justice in Scotland.

Under each question sit a number of quality indicators. These cover the key aspects of the work of community justice partners. The quality indicators are designed to help partners undertake self-evaluation; to reflect on practice; to identify where quality should be maintained and where improvement is needed. Under each quality indicator, we have provided quality illustrations of these key areas at two levels on the six-point scale used in scrutiny – what we might expect to see where performance is ‘very good’ or ‘weak’.

Further guidance on using this framework, using quality indicators and identifying evidence is included at Appendix 3.

The quality indicator framework

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

What key outcomes have we achieved?	How well do we jointly meet the needs of our stakeholders?	How good is our delivery of community justice services?	How good is our management?	How good is our leadership?
1. Key performance outcomes	2. Impact on people accused or convicted of offences, and people affected by crime.	5. Delivery of key processes	6. Policy, service development and planning	9. Leadership and direction
1.1. Improving the life chances and outcomes of people with living experience of community justice	2.1. Impact on people accused or convicted of offences 2.2 Impact on victims of crime 2.3 Impact on families	5.1 Providing support when it is needed 5.2 Assessing and responding to risk and need 5.3 Planning and providing effective interventions 5.4 Involving people accused or convicted of offences, and people affected by crime	6.1. Policies, procedures, and legal measures 6.2 Planning and delivering services collaboratively 6.3 Participation of people accused or convicted of offences, people affected by crime, 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. Recruitment, retention and joint working 7.2 Staff development and support	
	4. Impact on 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?				

What key outcomes have we achieved?

Key area 1: Key performance outcomes

This section is concerned with the demonstrable difference that community justice partners make in improving the life chances and outcomes for people with living experience of community justice. It focuses on tangible results and the extent to which community justice partners can demonstrate success in improving trends in performance against national and local outcomes. It considers whether partners are successfully tackling inequalities and delivering effective prevention and early intervention before problems escalate.

Quality Indicator 1.1 – Improving life chances and outcomes of people with living experience of community justice

Key factors – extent to which	Very good illustration	Weak illustration
<p>Partners can demonstrate improved life chances and outcomes of people with living experience of community justice</p>	<p>We routinely use local data to fully understand our communities and populations. Through our up-to-date local community justice needs and strengths assessment we are able to identify the needs and gaps in services. We are making progress in targeting support towards early intervention and prevention before problems escalate. Partners set challenging targets that are both realistic and aspirational.</p> <p>By developing and consistently using reliable mechanisms and processes to report on person-centred outcomes, we can evidence improving trends in the wellbeing and life chances of people with living experience of community justice</p> <p>Alongside our wider community planning partners, we are successfully tackling issues of inequality experienced by people with living experience of community justice.</p>	<p>The community justice needs and strengths assessment is dated. It does not help us in identifying and setting priorities and targets for improving the life chances and personal outcomes of people with living experience of community justice.</p> <p>Little progress has been made in directing investment towards early intervention and prevention. We have not yet identified intended outcomes. Where intended person-centred outcomes have been identified they lack aspiration or are unachievable.</p> <p>As we do not have a reliable mechanism to gather robust evidence to report upon person-centred outcomes, we cannot confidently demonstrate improving trends in the wellbeing and life chances for people with living experience of community justice.</p> <p>Our links to wider community planning partners are underdeveloped. As a result, we are not yet able to demonstrate how well we are tackling the inequalities experienced by people with living experience of community justice.</p>

Key factors – extent to which	Very good illustration	Weak illustration
Partners can demonstrate improved performance in national and local outcomes	<p>Robust reporting processes and consistent use of reliable data measures enables us to demonstrate improved performance trends against intended national and local outcomes. These are reflected within the CJPF.</p> <p>We have established a clear mechanism and process to enable us to report upon the national outcomes supplementing the national indicator data with evidence collected by partners at a local level. If we have not reported on any indicators, we are clearly able to explain why.</p>	<p>We have not yet developed and implemented a reliable mechanism and process which enables us to demonstrate improved performance in national and local outcomes.</p> <p>Our use of data is underdeveloped, or the data produced is unreliable. As a result, local evidence is not being used effectively to supplement national indicator data. We are not able to report against some indicators and are not able to provide a clear rationale on why this is the case.</p>

Possible evidence to consider:

- Community Justice Outcome Improvement Plan
- Up-to-date Strategic Needs and Strengths Assessment
- Local Outcome Improvement Plan
- Feedback from people with living experience of community justice on person-centred outcomes from self-evaluation activity
- Performance reports
- National indicator data gathered for CJPF reporting
- Supporting evidence gathered for CJPF reporting – Local Evidence No.: 14,15,19

How well do we jointly meet the needs of our stakeholders?

Key area 2: Impact on people accused or convicted of offences, and people affected by crime

This section considers the experiences of people accused or convicted of offences, and people affected by crime. It explores whether people experience partners acting in a trauma-informed, person-centred way. It firmly focuses on the perceived impact of services in promoting desistance from offending and optimising the wellbeing of people accused or convicted of offences, and people affected by crime. It takes into account whether people who are victims of crime are supported and feel safer as a result. It considers how families are supported and the extent to which they feel empowered and included.

Quality Indicator 2.1 – Impact on people accused or convicted of offences

Key factors – extent to which	Very good illustration	Weak illustration
<p>People accused or convicted of offences feel their life chances have improved as a result of their engagement with services</p>	<p>We can demonstrate that people accused or convicted of offences have a strong sense that, through their engagement with 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 this and they report positive changes. They are able to reflect on why their circumstances have improved. As a result, they have developed or enhanced their own sense of self-determination in making positive choices and sustaining their wellbeing and desistance from offending over time.</p>	<p>Services have limited positive impact on improving the life chances of people accused or convicted of offences. Services are not responsive to need and risk and have minimal desired results.</p> <p>People feel the most appropriate support is not available when they need it. They report frequent delays in accessing services which impacts on their ability to engage with supports.</p> <p>Overall, people do not feel they have been assisted to achieve positive outcomes or improve their wellbeing.</p>
<p>People accused or convicted of offences report that they received responsive support at the right time</p>	<p>We can show that people accused or convicted of offences experience a strong sense that the support they receive is timely, sensitive and appropriate to their needs, including the use of trauma-informed or trauma-enhanced approaches.</p> <p>People report being treated with respect and dignity by all services they come into contact with, and do not feel stigmatised. Their rights have been appropriately respected and balanced with any unavoidable restrictions. They feel they are treated equally, and staff are honest, trusting and non-judgemental.</p>	<p>The type or intensity of the support provided is not appropriate or sufficient to meet the needs of people accused or convicted of offences. The experience of receiving support does not feel responsive or tailored to individual needs, including not being trauma-responsive where relevant.</p> <p>People feeling unclear or disillusioned about the changes they would like to make in their lives. Rights and needs are not appropriately balanced with any unavoidable restrictive measures.</p>

Key factors – extent to which	Very good illustration	Weak illustration
<p>People accused or convicted of offences report that they received responsive support at the right time (continued)</p>	<p>Relationships with staff are positive, achieving a balance between support and promoting personal responsibility. People benefit from consistent, respectful relationships with compassionate, trauma-informed staff. These relationships are often experienced as transformative. People feel that any difference or diversity needs are taken into account in the support they receive.</p>	<p>Relationships with staff are not viewed as supportive and can often feel judgmental and uncaring.</p> <p>People are not empowered to make or sustain positive changes in their lives. Specific needs relating to difference or diversity are not taken into account.</p>

Possible evidence to consider:

- Feedback from people receiving a justice service
- Records of complaints and related outcomes
- Policies and procedures relating to inclusion/diversity, and staff training
- Supporting evidence gathered for CJPJ reporting – Local Evidence No.: 11,15

Quality Indicator 2.2 – Impact on victims of crime

Key factors – extent to which	Very good illustration	Weak illustration
<p>People who have been victims of crime feel safe</p>	<p>We can demonstrate that people who have been victims of crime feel that community justice services are successful in their approaches to address the impact of crime and improve wellbeing. They are confident community justice partners take account of factors such as gender identity, race, disability, religion, sexual orientation, health, and age, and how these personal characteristics may intersect. Hate crime is well understood and acted upon.</p> <p>People who have been victims of crime feel safer as a result of their direct contact with community justice services. Where safety plans have been produced to protect victims of crime, they are suitably informed about, and feel confident in, the risk assessments and management plans relevant to their circumstances. They are co-producers of their safety plans. Staff provide a sensitive, trauma-informed approach to any concerns and respond supportively.</p>	<p>People who have been victims of crime lack confidence that responses to crime are dealt with in the best possible way. This lack of confidence results in them feeling unsafe or being unable to move forward. Where safety plans have been produced to protect victims of crime, they don't feel adequately informed about, or confident in, the risk assessments and management plans relevant to their circumstances. The effectiveness of their safety plans are limited due to lack of support in their development.</p> <p>Victims of crime are not confident that community justice partners take account of factors such as gender identity, race, disability, religion, sexual orientation, health and age. Hate crime is not well understood or responded to.</p> <p>Practice is not effectively trauma informed. Experiences of trauma are not responded to in ways which recognise when someone may be affected by trauma, adjusting ways of working to take this into account and responding in a way that supports recovery, does no harm and recognises and supports people's resilience.</p>

Key factors – extent to which	Very good illustration	Weak illustration
<p>People who have been victims of crime feel heard, informed and supported</p>	<p>We can show that people who have been victims of crime benefit from accessing and receiving useful information and support from community justice services when they need or want it. This happens without delay and no matter where they live. Support continues to be available for as long as required to move forward.</p> <p>Victims of crime feel consulted on key community justice service developments that may affect them. They feel safer as a result of indirect approaches to addressing offending within their communities.</p> <p>Where safe, possible, and appropriate, access to restorative justice or restorative approaches is available to any victim of crime who requests it.</p>	<p>Useful information is not readily available or offered, therefore people who have been victims of crime are unsure what type of support is available.</p> <p>The available supports may not always be easily accessible and there is little evidence of attempts to improve this. Support from community justice services is delayed and organisational processes impact on people who have been victims of crime receiving support when it is most needed.</p> <p>People who have been victims of crime are not consulted with, or informed about, any key community justice developments that may affect them.</p> <p>There is a lack of available or accessible information on what services are doing to address offending and support people who have been victims of crime to feel safer.</p>

Possible evidence to consider:

- Feedback from people who have been victims of crime, including people receiving a direct justice service
- Records of complaints and outcomes pertaining to people who have been victims of crime
- Community Justice Outcome Improvement Plan
- Victim of crime strategy or consultation process/policy, where present
- Violence Against Women and Girls (VAWG) Strategy and feedback from relevant partners
- Direct feedback from organisations providing support to people who have been victims of crime
- Supporting evidence gathered for CJPf reporting

Quality Indicator 2.3 – Impact on families

Key factors – extent to which	Very good illustration	Weak illustration
<p>The families of people accused or convicted of offences feel their circumstances have improved</p>	<p>We can demonstrate that family members’ circumstances have considerably stabilised and, where appropriate, improved as a result of their engagement with services. They are very confident that the quality of help and support they received is empowering and has made their lives better. They have been able to access wider services they may need as a result of specific service involvement, including any relevant supports for children and young people.</p> <p>Families feel they are treated with respect and in a non-judgemental way, and they are not stigmatised through the supports they receive.</p>	<p>Family members’ circumstances have not stabilised as a result of the support received, or because of a lack of appropriate support. Services available are often limited and access to these can be difficult. Their experiences have left them feeling less likely to engage with services in the future and trust in services has been adversely affected.</p> <p>Families feel they are often judged and treated unfairly and do not feel they are able to make best use of potential supports available to them.</p>

Key factors – extent to which	Very good illustration	Weak illustration
Families feel more resilient and empowered	<p>Families receive reliable, sensitive, and trauma-informed support that responds to their different circumstances, including when they may be victims of offences by family members. They are fully involved, where safe and appropriate, in all relevant discussions, meetings, and decisions. They are valued as important contributors to ensuring positive outcomes for themselves and members of their families who have been accused or convicted of offences.</p> <p>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 reliable support for their family members and prevent circumstances deteriorating. As a result, their resilience and sense of empowerment is increasing and reliance on support is decreasing.</p>	<p>Families are not provided with the opportunity to be involved in decision-making. As a result, they often feel marginalised and excluded. The important role family members play in rehabilitation and support is not always fully recognised by staff, resulting in them feeling left out. Similarly, the impact when they have been victims of offences by family members is not sufficiently recognised or responded to appropriately. As a result, their confidence and safety are compromised and their potential to build individual resilience and/or resilience within the family is not maximised.</p>
Support for families is received when it is needed	<p>Families are very well supported as soon as difficulties arise. They receive timely, accessible and tailored support in ways that best meet their needs. For families who find it difficult to engage with support services, staff are flexible, innovative and pro-active in their approaches to reaching out. Flexible partnership approaches are used to best effect and families receive support for as long as they need it.</p>	<p>Families have not been able to access the right support when they need it. When they do receive support, it is often not sufficient and/or it is very time-limited and inflexible. Services frequently have a 'one-size-fits-all' approach and are not tailored to individual need or circumstances.</p>

Possible evidence to consider:

- Feedback from partners and family members
- Feedback/case records from other services, for example children and families social work, third sector services or other support services
- Records of complaints and outcomes pertaining to family members

Key area 3: Impact on staff

This section focuses on what staff involved at all levels of community justice think and feel about their work. It considers the extent to which staff feel motivated and supported to achieve the best possible outcomes for people accused or convicted of offences, and people affected by crime. It considers how well staff are involved and included in the development of community justice services. It explores whether staff feel that their contribution is recognised and valued. It focuses on the extent to which staff feel professionally confident and competent to undertake their role.

Quality Indicator 3.1 – Impact on staff

Key factors – extent to which	Very good illustration	Weak illustration
<p>Staff are motivated to improve the life chances of people accused or convicted of offences, and people affected by crime.</p>	<p>Staff have a strong and shared commitment to working with their community justice partners to improve the life chances of people who have been accused or convicted of offences, and people affected by crime. They are proactive in tackling issues of inequality and discrimination that may arise for the people they work with. They are focused on providing robust and high-quality interventions at the earliest opportunity. They have a shared understanding of the importance of wellbeing and factors associated with offending behaviour, including complex trauma, and critical success factors for desistance.</p> <p>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 been accused or convicted of offences, and people affected by crime.</p>	<p>Staff motivation is limited to team working and peer support, rather than to achieving the vision for community justice.</p> <p>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. Attention to opportunities for early intervention is limited.</p> <p>Staff are not sufficiently alert to issues of inequality and discrimination or, where they are alert to this, do little to challenge these issues or effect change.</p>
<p>Staff feel their contributions are valued</p>	<p>Staff experience a high level of satisfaction in working together to deliver high-quality 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 people involved in the justice system, and people affected by crime. They believe that what they do is understood and respected by leaders.</p>	<p>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, and do not take measures to overcome these. Opportunities to improve practice are limited.</p> <p>Staff feel they are not deployed effectively and feel undervalued.</p>

Key factors – extent to which	Very good illustration	Weak illustration
<p>Staff at all levels are encouraged to actively contribute to the development of community justice services</p>	<p>Staff are fully informed and meaningfully engaged in the ongoing development of community justice services. They have a shared understanding of, and commitment to, the aims of the Vision for Justice in Scotland.</p> <p>Staff are purposefully engaged in promoting good practice and identifying areas for improvement.</p> <p>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 continuously improve the quality and effectiveness of their work and the work of others.</p>	<p>Staff at all levels have limited opportunity to contribute meaningfully to service developments. They do not feel well-informed or listened to. 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 have a shared understanding of the rationale for proposed changes to their ways of working and can be reluctant to implement these.</p>

Possible evidence to consider:

- Feedback from people using services, staff, managers and leaders
- Self-evaluation activities such as focus groups
- Staff surveys
- Policies and procedures
- Absenteeism, sickness and retention records
- Internal consultations, exit interviews
- Service inspection reports
- staff suggestions and complaints
- Agendas and minutes of meetings with staff
- Feedback from union representatives
- Communication strategy
- Initiatives to disseminate learning and good practice
- Supporting evidence gathered for CJPf reporting – Local Evidence No.: 2,10,21,23

Key area 4: Impact on communities

This section focuses on the extent to which communities have a raised awareness and understanding of community justice. It considers how well partners engage and involve communities in planning and providing services to people accused or convicted of offences, and people affected by crime. It explores the extent to which there is public confidence in community justice services.

Quality Indicator 4.1 – Impact on the community

Key factors – extent to which	Very good illustration	Weak illustration
<p>Communities are empowered to actively participate in planning of community justice services</p>	<p>We have developed a joint communications strategy which is used to engage and involve communities.</p> <p>Public awareness raising campaigns are in place and a range of mediums are successfully used, such as social media, to help raise awareness of community justice. We have mechanisms in place to effectively measure and report on awareness of community justice across local communities.</p> <p>Effective mechanisms are in place and in use which enable communities to actively participate in the planning of community justice services.</p>	<p>We have a joint communications strategy in place, but this has not been effective in raising awareness of community justice. There have been limited efforts to engage communities in discussion about community justice.</p> <p>We have no clear strategy for improving engagement and participation.</p>
<p>Communities are improved as a result of community justice services</p>	<p>Our activities have resulted in a marked improvement in community confidence in community justice. Services are meeting the needs of communities and are valued by the people who live locally. This is evidenced in the range of feedback mechanisms and responses which enable communities to voice their views.</p>	<p>The impact of our activities is not well understood. The extent to which services are effective and therefore valued by the local communities is not clear. The mechanisms for people to express their views are not well used and there is limited evidence of measures to improve this.</p> <p>People living in the community do not feel able to voice their opinions on the impact of community justice services.</p>

Key factors – extent to which	Very good illustration	Weak illustration
Communities are engaged and involved in providing support	<p>A joint participation strategy has been developed and capitalises on current mechanisms already in place.</p> <p>Our approaches to involving communities is innovative including involving seldom heard groups.</p> <p>Co-production is prioritised and there is evidence that communities are increasing their ability to support each other, and people affected by offending. Our asset-based approaches are highly effective.</p>	<p>There is recognition of the need to have a joint participation strategy in place, but this has not yet been achieved. While there are a range of pre-existing community-based groups offering potential opportunities to link with, there is a lack of understanding of what these are and where there may be gaps.</p> <p>Efforts to capitalise on community capacity are insufficient to provide support despite recognition of the value this could bring.</p>

Possible evidence to consider:

- Community justice outcome improvement plan
- Local outcome improvement plan and local plans
- Strategic needs and strength assessment
- Annual report
- Citizen surveys
- Participation or communication strategy/statement
- Support of local voluntary organisations that promote community justice
- Action taken by services to increase social inclusion and reduce discrimination
- Supporting evidence gathered for CJPF reporting – Local Evidence No.: 23

How good is our delivery of community justice services?

Key area 5: Delivery of key processes

This section considers the extent to which the delivery of community justice services is efficient, effective and responsive. It focuses on how well partners recognise need and provide support when it is required. It is concerned with the quality of assessments of risk and need, including how well services share information and use it effectively to make decisions. There is a focus on the quality of plans for people who have committed offences and how well partners use these plans to provide effective interventions to meet needs, reduce risks and improve person-centred outcomes. It takes account of the effectiveness of arrangements for reviewing the progress of plans. It also considers the extent to which people accused or convicted of offences, and people affected by crime are informed, engaged and participate in key processes.

Quality Indicator 5.1 – Providing support when it is needed

Key factors – extent to which	Very good illustration	Weak illustration
<p>Efficient and timely justice is delivered</p>	<p>From the first point of contact with community justice services the intervention is person-centred, responsive to need, respectful and trauma informed.</p> <p>Helpful information about community justice processes is in place, to ensure people with living experience of community justice know what is happening at all stages in their justice journey. This information is readily available in different formats for people for whom English is not their first language, or who have speech, language and communication needs.</p> <p>All attempts are made to ensure processes are swift and delays are kept to a minimum.</p> <p>We work collaboratively to support people to access person-centred support. A range of early and effective intervention and alternative to prosecution approaches are in place to avoid drawing people further into the justice system. Robust and high-quality interventions are available at other stages, following disposal at court or post-release from custody.</p>	<p>Contact with community justice services is driven by the needs of the service rather than being person-centred.</p> <p>There is limited information available about all stages in the community justice journey to help people with living experience know what is happening.</p> <p>When delays exist and are recognised as having an impact, very little is done to make changes to improve the way services are delivered.</p> <p>Achieving justice is slow and there is little evidence that partners are working effectively together to ensure that need and risk are addressed quickly enough.</p> <p>There are limited early intervention and prevention approaches in place. There is an insufficient range of interventions available following disposal at court or upon release from custody. Those that are available are not of a high enough quality.</p>

Key factors – extent to which	Very good illustration	Weak illustration
<p>People’s support needs are identified and responded to in a person-centred way, ensuring any barriers to accessing services are removed</p>	<p>We recognise when something is getting in the way of improving people’s life chances. Appropriate responsibility and timely action is taken in response to any concerns. This is done in the most supportive and enabling way. There is strong collaboration to ensure people get the right support at the right time.</p> <p>Services are easy to access and person-centred. We consistently make every effort to identify and remove any obstacles or barriers to accessing or receiving support, including through multi-agency policy, protocols and practice.</p> <p>Transition arrangements at all stages are carefully considered to ensure seamless access to services and continuity of ongoing support. Partners make a significant effort to overcome the systemic barriers faced by people with living experience of community justice.</p> <p>Every contact in the community justice journey, where relevant, provides an opportunity to improve health, wellbeing or life chances.</p>	<p>We do not always recognise when something is getting in the way of improving the life chances of people and therefore do not respond in the most appropriate way to ensure their circumstances do not deteriorate.</p> <p>Services do not always recognise their role in assisting and supporting people and linking them into other supports.</p> <p>We are not working effectively together to identify and remove any barriers to accessing services. Our responses are not sufficiently robust. As a result, needs are unmet due to support not being received when required.</p> <p>At times of transition, difficulties arise in accessing services. There is little evidence that services have worked together to ensure transition arrangements and continuity of care and support are seamless.</p>

Possible evidence to consider:

- Strategic needs and strengths assessment
- Community Justice Outcome Improvement Plan
- Joint protocols with other services
- Local MAT standards
- Feedback from people receiving a justice service
- Supporting evidence gathered for CJPF reporting – Local Evidence No.: 4
- Quality Assurance from case file audit.
- Performance reports from commissioned services

Quality Indicator 5.2 – Assessing and responding to risk and need

Key factors – extent to which	Very good illustration	Weak illustration
<p>The initial response to risk and need is effective</p>	<p>We have very effective measures in place for assessing and responding to the circumstances of someone who has been accused or convicted of an offence where there are concerns about their wellbeing or potential risk.</p> <p>When we are required to respond to presenting issues, we collaborate effectively to promptly share information and act quickly. Appropriate links are made with services that may not come under the auspices of community justice.</p> <p>Early assessment of arising concerns is evident to ensure the most appropriate response is made. Immediate action is taken to ensure safety and reduce or mitigate risk.</p>	<p>Our arrangements for considering matters of concern about wellbeing or risk are not consistent, or do not involve partners as appropriate.</p> <p>Information is not always appropriately shared or effectively considered in reaching decisions or taking action.</p> <p>There are delays in taking the necessary action required while assessments are being carried out.</p>

Key factors – extent to which	Very good illustration	Weak illustration
<p>Effective information sharing processes are in place</p>	<p>We share information responsibly and legally. Our systems and protocols to do this are robust and effective ensuring critical information is shared quickly with no delays. This is evident in relation to information to protect children and young people and vulnerable adults, including preventing violence against women and girls and protection from sexual exploitation.</p> <p>Consent to sharing information is sought as appropriate and there is clear guidance in place which staff adhere to.</p> <p>Recording practice is of a consistently high standard ensuring easy access to all relevant information as required.</p> <p>Rights are respected and information is used proportionately and ethically to inform decision-making and action.</p>	<p>There is a lack of clarity about the expectations of information sharing. Staff within services are unclear on when and what kind of information should be shared and when consent is required. There insufficient care regarding information shared, with unnecessary information being shared.</p> <p>Critical information to protect children and young people and vulnerable adults, including violence against women and girls, is not shared promptly. When information is shared, it is not acted upon appropriately.</p> <p>Systems for sharing information are ineffective and underdeveloped. How information is recorded is highly variable which means information is not always readily available when it is needed.</p> <p>As a result of insufficient care, the sharing of information is often unnecessary or disproportionate.</p>

Key factors – extent to which	Very good illustration	Weak illustration
Assessment of risk and need is of a high quality	<p>A range of comprehensive, up-to-date assessment tools are used by staff to assess all aspects of risk and need and determine the most appropriate interventions. Where more specialist assessments are required, these are available and completed.</p> <p>Assessments of risk and need are completed timeously and in accordance with relevant guidance and standards. Updates are undertaken quickly in response to any significant changes in circumstances and related risk and need.</p> <p>Assessments are responsive to periods of transition and are completed well in advance to ensure robust transitional planning.</p> <p>The quality of assessments is of a consistently high standard. Assessments contain full, concise, relevant, and accurate information. They make effective use of information from a range of sources to inform analysis of risk and need and intended actions.</p>	<p>There are limited assessment tools available for staff to adequately assess and plan for all aspects of risk and need. Staff do not always have the necessary training to use assessment tools effectively. There is limited access to, or use of the most up-to-date specialist assessments.</p> <p>Assessments are not always completed in a timeous manner that is responsive to risk, need, and changing circumstances. They do not consistently adhere with the relevant guidance.</p> <p>Assessments are not completed in preparation for transition stages for people, which often impacts on decision-making, planning and accessing services.</p> <p>The quality of assessments is not of a consistently high standard.</p> <p>Managers do not regularly scrutinise assessments of risk and need. As a result, gaps and inaccuracies are not addressed. Assessments are overly descriptive and lack informed analysis of risk and need and intended actions to address these.</p>

Possible evidence to consider:

- Case records and recording systems
- Information-sharing protocols
- Policies and procedures in relation to risk assessments and child and adult protection
- Feedback from people receiving a justice service and victims of crime/victims organisations
- Quality assurance exercises (compliance with FRAME, National Outcomes and Standards, National Guidance)
- Supporting evidence gathered for CJPF reporting – Local Evidence No.: 5

Quality Indicator 5.3 – Planning and providing effective interventions

Key factors – extent to which	Very good illustration	Weak illustration
<p>Effective, high-quality plans are in place for people</p>	<p>Where a person should have a plan, this is in place and informed by robust assessment. Plans are person-centred and address all identified risk and need. People accused or convicted of offences are aware of their plans and where appropriate are actively involved in their co-production.</p> <p>Plans are SMART and outcomes-focused, ensuring any strengths as well as risks are incorporated.</p> <p>Plans are reviewed and updated as appropriate, to ensure they are responsive to need and risk.</p> <p>Plans reflect a multi-agency approach, where relevant, with clearly defined responsibilities. Joint working to plan for optimum person-centred interventions, particularly in more complex cases is highly effective. Where multi-agency plans are in place, staff hold each other accountable for the shared delivery of the plan.</p> <p>Staff fulfil their collective responsibilities and contribute effectively and appropriately to the person-centred planning process.</p> <p>Proactive and robust planning is in place for transition stages, such as preparing for release from custody, well in advance and ensures a seamless process.</p>	<p>Plans are not as well-informed by assessments as they should be, and/or are not always in place. The quality of plans is highly variable.</p> <p>Plans are not person-centred, and people accused or convicted of offences are not actively involved in co-producing their plans when it is appropriate to do so.</p> <p>Reviews and subsequent updates to plans are not undertaken when required. Plans and planning do not always involve all relevant partners and lack a multi-agency approach where required.</p> <p>Staff do not always fulfil their responsibilities as outlined in plans and are not held to account for this.</p> <p>Transition planning is often late and reactive, resulting in services and support not being in place when they need to be.</p> <p>There is limited response by partners to make changes to these deficits to improve planning processes.</p>

Key factors – extent to which	Very good illustration	Weak illustration
<p>Effective, high-quality and person-centred interventions are made available as required</p>	<p>People participate in timely and effective person-centred interventions, which are trauma informed. Support is available for as long as it is needed, no matter where people live.</p> <p>High quality person-centred interventions are available for all, at all stages of the justice journey. The range of interventions meet all aspects of risk, need and wellbeing, with equity of access to services.</p> <p>Interventions provide flexible, tailored responses to complex need that take account of people’s circumstances. Responsivity considerations are taken into account and acted upon.</p> <p>Action has been taken to ensure interventions are responsive to a range of people where specific responsivity considerations might apply, including women, young people, people with a disability, people with mental health difficulties, and people with problematic substance use.</p> <p>There is strong collaboration with third sector and other relevant partners to enhance the range and depth of interventions. Specialist intervention services are available where required.</p> <p>Opportunities to provide integrated services as the best means of delivery are developed and in place.</p> <p>Where gaps in quality or range of provision have been identified, partners work together to address this deficit.</p>	<p>Person-centred interventions are often not in place when they need to be. There are frequent delays in accessing the intervention required. Support is often time-limited even where it is needed for longer, or an appropriate support is not put in place at the time it is required.</p> <p>Support is not responsive or flexible to people’s needs. Interventions can be restricted by where people live. Services lack adaptability to respond to complex need and people’s individual circumstances. There are limited specialist interventions, or interventions for more vulnerable people, available.</p> <p>Interventions are not delivered to an acceptable standard and limited action has been taken to address this.</p> <p>There is limited or no collaboration with the third sector or other relevant partners to ensure a range and depth of provision is available.</p> <p>The possibility of integrated services has not yet been considered.</p> <p>Where gaps have been identified, there has been no or limited action to improve the range and quality of interventions.</p>

Possible evidence to consider:

- Case records and recording systems
- Templates for planning
- Community Justice Outcome Improvement Plans
- Strategic needs and strength assessment
- Joint working protocols
- Feedback from people receiving a justice service
- Supporting evidence gathered for CJPf reporting – Local Evidence No.: 6,7,11
- Commissioning plans

Quality Indicator 5.4 – Involving people accused or convicted of offences, their families and victims of crime

Key factors – extent to which	Very good illustration	Weak illustration
<p>People are empowered to participate effectively in their justice journey</p>	<p>People who have been accused or convicted of offences, and people affected by crime are at the centre of key processes affecting them. Information about these processes is available, accessible, and easy to understand. Physical space and available technology help to provide an inclusive environment. Diversity and difference are respected, and a fair and inclusive manner is adopted in all work undertaken.</p> <p>Approaches to participation are trauma-informed, and unique to the person and their circumstances. This includes awareness of the impact of care experience. Independent advocacy is made available to aid participation in key processes, if required.</p> <p>People with additional learning, communication, or other needs, or for whom English is not their first language, are able to express their views fully. Inclusive approaches are in place to hear the voice of people affected by crime, and other key people.</p>	<p>The voice of people with living experience of community justice can get lost in key processes and activity. Information is available but is limited in how helpful and understandable it is.</p> <p>While there is recognition of diversity and difference, this is not always acted upon or considered. A generic approach is taken to involving people and their families without considering their unique circumstances.</p> <p>People 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. There is no real sense that advocacy has been considered when it is required.</p> <p>There is not always enough support for people with additional communication needs or for whom English is not their first language. There are limited approaches to promote the meaningful involvement of family members or to hear the voice of victims of crime.</p>

Key factors – extent to which	Very good illustration	Weak illustration
<p>The views of people are actively sought, effectively recorded and acted upon</p>	<p>The voice of people is heard, and staff have a thorough understanding of their views, wishes and expectations. People are able to comment, challenge and complain where they are not in agreement and these views are fully considered.</p> <p>All records are accurate, and views are taken into account in all assessments, decisions and planning.</p> <p>The views of people affected by crime about the availability, effectiveness and accessibility of services and support are influential in reviews and other planning processes. There is consistent evidence of services acting upon these views.</p> <p>In promoting responsibility, ownership and control, opportunities are in place to help support people 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 people are held accountable for their actions.</p>	<p>While staff listen to the views of people, they have limited understanding of their wishes and expectations. Opportunities to comment, challenge and complain are offered but not fully advocated or supported to promote meaningful involvement.</p> <p>Records and assessments do not always fully reflect the views of people or their family. There is limited evidence of views being acted upon.</p> <p>There is limited opportunity taken to support people to take more positive control of their own lives. Responsibility and increased resilience are not built upon to support self-directed positive change. Staff do not challenge or hold people accountable for their behaviour or actions.</p>

Possible evidence to consider:

- Case records and recording systems
- Templates for planning
- Community Justice Outcome Improvement Plans
- Strategic needs and strength assessment
- Joint working protocols
- Feedback from people receiving a justice service
- Supporting evidence gathered for CJPF reporting – Local Evidence No.: 6,7,11
- Commissioning plans

How good is our management?

Key Area 6: Policy, service development and planning

This section relates to operational and strategic management of community justice services. It considers the extent to which partners individually and collectively are fulfilling their statutory duties in relation to community justice. It focuses on how well policies and procedures reflect the vision, values, and aims for community justice and support effective joint working. It looks at the effectiveness of collaborative service development and planning to deliver high quality community justice outcome improvement plans that are informed by a clear understanding of local need. It considers how well people accused or convicted of offences, people affected by crime, and other stakeholders are involved in service planning and development. It relates to the effectiveness of performance management and quality assurance mechanisms to ensure high standards of service delivery.

Quality Indicator 6.1 – Policies, procedures and legal measures

Key factors – extent to which	Very good illustration	Weak illustration
<p>Partners are fulfilling their statutory duties within community justice</p>	<p>We have a clear understanding of statutory functions under the Community Justice (Scotland) Act 2016 and other relevant legislation.</p> <p>Partners demonstrate a collective understanding of each other’s responsibilities.</p> <p>Agreed collective partner priorities and values are underpinned by very sound knowledge and commitment to fulfilling statutory obligations, regulations, standards, guidance, and codes of practice.</p> <p>There is routine and robust engagement with third sector partners. Clear structures, processes and mechanisms support effective engagement and communications.</p> <p>Partners fully consider equality and human rights issues in all aspects of community justice business.</p>	<p>Partners lack familiarity with responsibilities under the Community Justice (Scotland) Act 2016 and are not well sighted on each other’s role and responsibilities.</p> <p>Practice standards and statutory duties are met to a minimal standard and there are inconsistencies in the ways in which legislation and guidance is implemented.</p> <p>Engagement with third sector partners has not been taken forward.</p> <p>Partners fail to properly consider equality and human rights issues when undertaking their statutory community justice duties. Insufficient attention is given to all relevant strands of legislation when dealing with complex issues.</p>

Key factors – extent to which	Very good illustration	Weak illustration
<p>Plans, policies, and procedures are reviewed to ensure they reflect local and national needs and priorities</p>	<p>Community justice partners ensure that every policy is clearly dated and unambiguous as to its status. Our policies and plans are fully implemented and systematically reviewed and updated to reflect developments in community justice as appropriate. Appropriate impact assessments are routinely carried out.</p> <p>Comprehensive policies set high standards for all services, reflecting both national priorities and local guidance and enhancing joint working. This is done by taking a shared approach to learn from each other.</p> <p>Where opportunities arise to develop or update shared policies and protocols this has been done to a high standard, including with other strategic partnership groups.</p>	<p>While we have developed policies and procedures they have not been effectively implemented. Our policies and plans have not been consistently updated to reflect developments in community justice. This task is conducted on a single-agency basis without holding discussions to ensure they all fit together well. Impact assessments are not routinely carried out.</p> <p>Partners have not taken advantage of developing shared protocols or policies.</p> <p>The lack of coherent, up-to-date policies means that staff are unsure what the expected practice is within their work.</p>

Possible evidence to consider:

- Strategic and operational plans
- Committee reports
- Single and multi-agency procedures
- Guidance for employees
- Employee newsletters
- Community Justice Outcome Improvement Plan
- Supporting evidence gathered for CJPF reporting – Local Evidence No.: 12,13,16,17,18,22,23
- Appropriate impact assessments
- Other equality policies.
- Feedback from third sector partners

Quality Indicator 6.2 – Planning and delivering services collaboratively

Key factors – extent to which	Very good illustration	Weak illustration
<p>Partners work effectively together to delivery high quality community justice outcome improvement plans</p>	<p>We have a shared commitment and make joint efforts to work collaboratively. This commitment and our agreed approach is effectively communicated to ensure it is well understood by staff across partner services. The focus of proposed action is aligned with local and national priorities and there is a commitment to prevention and early intervention at different stages.</p> <p>We can demonstrate a systematic approach to producing a high-quality community justice outcome improvement plan. The completed plan takes account of legislation, national strategy and local priorities,</p> <p>A robust and comprehensive strategic needs and strength assessment, containing reliable financial and resource information, has been completed and helps support strategic planning efforts. Partners collaborate to review the quality of planning arrangements and make changes.</p> <p>All partners feel the local partnership arrangements are effective and their individual and organisational expertise and influence is valued and relevant</p> <p>Where appropriate, partners can demonstrate meaningful and well-considered attempts to integrated approaches to service delivery.</p>	<p>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 all. There is collaboration by some, but others are not as involved as they should be.</p> <p>Strategic planning is taking place, but it is not well informed by key factors such as a strategic needs and strength assessment, preventative approaches, or integration of service options. Gaps in data are not allowing partners to plan effectively.</p> <p>The community justice outcome improvement plan is limited and lacks clear direction and vision. It does not provide the rigour required to support the delivery of high-quality services and positive outcomes. There is limited evidence of people accused or convicted of offences, and people affected by crime being meaningfully involved in the development and implementation of plans.</p> <p>Partners find the local partnership arrangements ineffective and are unclear on their individual and/or organisational role and contribution.</p> <p>Partners have been unable to deliver a high-quality community justice outcome improvement plan that takes account of all requirements and reflects local and national priorities.</p>

Key factors – extent to which	Very good illustration	Weak illustration
Third sector and non-statutory partners are engaged in improving services	<p>The role of the third sector is highly valued. Third sector partners are actively involved and work alongside the statutory partners directing the development and delivery of services.</p> <p>Partners can demonstrate efforts to involve non-statutory partners in planning and delivery of services that is based on the needs of the local population.</p> <p>Strong interrelationships with other strategic partnerships, such as child protection committees, adult protection committees and violence against women and girls' partnerships are evident. Opportunities to work together on shared issues are maximised with combined efforts of activity.</p>	<p>Third sector partners are recognised as being valuable partners, but active involvement in strategic planning and delivery is not embedded. Third sector partner participation is limited to being consulted and there is limited evidence of co-productive approaches that reflect equality of partnerships.</p> <p>There has been limited activity to engage wider non-statutory partners in the planning and delivery of community justice services.</p> <p>There are links to other strategic groups, but how they interlink, and work together is underdeveloped meaning that they tend to operate without appropriate reference to each other.</p>

Possible evidence to consider:

- Community justice outcome improvement plan/local outcome improvement plan
- Strategic needs and strengths assessment
- Governance arrangements, or terms of reference from relevant strategic planning groups and committees
- Minutes from strategic planning groups
- Individual service action plans, minutes of team planning events
- Risk registers
- Performance reports and end of year reports
- Council and public protection committee websites
- Communication strategy
- Participation/engagement strategy
- Equality impact assessments
- Key papers for public protection committee, chief officers, elected members
- Feedback from third sector partners
- Supporting evidence gathered for CJPF reporting – Local Evidence No.: 3,13,16,17,18,22.

Quality Indicator 6.3 – Participation of people accused or convicted of offences, their families, victims of crime and other stakeholders

Key factors – extent to which	Very good illustration	Weak illustration
<p>The rights of people to take part in service planning and development are promoted and respected</p>	<p>We demonstrate a strong commitment to ensuring our policies and planning arrangements and service developments represent the views of people accused or convicted of offences, and people affected by crime. Their voices come across strongly in the community justice outcome improvement plan and other relevant planning processes and strategies.</p> <p>People receiving a justice service are empowered to take part in developing the policies and practices that affect their lives.</p> <p>Participation and involvement approaches directly influence policies and the provision of services, including changes in service provision. Co-production and innovative approaches are at the heart of involvement and participation activity.</p>	<p>We are committed to involving people in policies, planning and service development. However, there is no clear strategy to do this, and partners don't routinely seek the views of all stakeholders on the full range of community justice services.</p> <p>The community justice outcome improvement plan and the local outcome improvement plan do not include or represent well the views of people most affected by the justice system.</p> <p>People receiving a justice service are not consistently encouraged or adequately supported to meaningfully contribute to developing the policies and practices that affect their lives.</p> <p>Partners are unable to demonstrate that the views of people using justice services have a direct influence on service delivery or change to services. There is no evidence of co-production.</p>

Key factors – extent to which	Very good illustration	Weak illustration
<p>Approaches to communication and consultation with people are effective and their views influence policy and practice</p>	<p>We have very effective joint engagement and consultation methods in place that minimise duplication for stakeholders.</p> <p>Consultation methods are person-centred, responsive to need, respectful and trauma informed, ensuring meaningful engagement, effectively facilitating participation of people with additional support needs, including communication needs. Where necessary, steps have been taken to engage seldom heard groups.</p> <p>There are well-developed mechanisms to provide feedback following consultation and involvement. People accused or convicted of offences, and people affected by crime have meaningful opportunities for access to staff representing the community justice partners.</p>	<p>Developing joint approaches and strategies to communicating and consulting with people are at an early stage. Partners have not yet identified or capitalised upon already existing groups to engage with for such purposes or taken steps to identify or engage seldom heard groups.</p> <p>Attempts to reduce barriers to communication and involvement are varied and inconsistent. Consultation approaches are not sufficiently person-centred, responsive to need, respectful and trauma informed. Some groups are over consulted with whilst others are not yet included. There is no mechanism to provide feedback post-consultation, which leaves stakeholders unsure as to whether their views have been considered or made a difference.</p> <p>There are few meaningful opportunities for people accused or convicted of offences, and people affected by crime to discuss planning and service provision with local accountable officers representing community justice partners.</p>

Possible evidence to consider:

- Feedback from people receiving a justice service and evidence of their involvement in service development, delivery and design
- Participation statement and strategy
- Community justice outcome improvement plan
- Local outcome improvement plan
- Policies and procedures
- Recordings from participation/engagement/consultation activities
- Annual report
- Staff survey
- Supporting evidence gathered for CJPF reporting – Local Evidence No.: 1,2,9,10,16,20,21.

Quality Indicator 6.4 – Performance management and quality assurance

Key factors – extent to which	Very good illustration	Weak illustration
<p>Performance management ensures high standards of service delivery</p>	<p>We make effective use of the CJPF and the CJS Improvement Tool to baseline performance, drive improvement and gauge progress against local and national outcomes. There are reliable systems embedded across partners to gather the required performance information. Steps are taken to develop further performance measures based on local priorities. There is equal consideration of people’s living experience alongside quantitative data.</p> <p>We can show that transparent reporting arrangements provide timely and reliable information. The data gathered is considered by senior leaders and used to measure the performance of individual services and to influence ongoing commissioning arrangements locally. Performance which falls below expectations is quickly identified and action is taken to correct this.</p> <p>Processes are in place for the routine quality assurance of practice. When variability in quality of work is identified, effective solutions are put in place to remedy this. Both aspirational and realistic targets for performance are set. 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. We are not content meeting minimum standards and continually strive to improve the quality of work.</p>	<p>We are not using the CJPF and the CJS Improvement tool to best effect. The outcomes and indicators are not reported on to an acceptable standard or being used to set priorities and targets. The rationale for not reporting on certain indicators 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 information.</p> <p>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 the quality of services makes it difficult to take remedial action to improve. The scrutiny of performance is not robust and is inconsistent.</p> <p>We are not meeting performance targets or taking remedial action to improve on this, including reviewing targets for appropriateness. We are not sufficiently challenged to perform better by making targets more ambitious. Improvements are delivered in some areas of work, but key processes remain inconsistent. There are significant gaps in the work covered by quality assurance processes.</p>

Key factors – extent to which	Very good illustration	Weak illustration
<p>Quality assurance arrangements enable staff at every level to take responsibility for the quality of services</p>	<p>Our quality assurance systems are used to encourage a high standard and consistency of work by all staff. A learning culture based on performance and self-evaluation supports a commitment to continuous improvement. Staff understand what they need to do to improve the quality of their work. Managers and staff make effective use of performance data to support continuous improvement.</p> <p>We provide staff with high-quality, reflective supervision that supports, challenges and quality assure practice and decision-making.</p>	<p>Staff believe that assuring the quality of the service is a management task and do not feel connected to quality assurance, self-evaluation, and improvement activities. This negatively impacts upon performance targets and an ability to take remedial improvement action.</p> <p>We place limited value on the importance of quality assurance and supervision processes to improve standards of practice.</p>

Possible evidence to consider:

- Quality assurance framework
- Performance management framework
- Data sets and how they are used within the organisation
- Data reports from a range of multi-agency groups
- Processes and procedures for quality assurance
- Reports to and from quality assurance groups
- Case records
- Supervision records
- Performance appraisals
- Team plans
- Annual reports
- Supporting evidence gathered for CJPF reporting

Key area 7: Management and support of staff

This section considers how well partners support, manage, and develop the workforce within the available resources. It looks at how well workforce development strategies support staff to carry out their duties competently and confidently. It focuses on the extent to which staff across community justice services are deployed effectively to support people accused or convicted of offences, and people affected by crime

Quality Indicator 7.1 – Recruitment, retention and joint working

Key factors – extent to which	Very good illustration	Weak illustration
<p>Partners clearly identify their human resource requirements and have effective workforce strategies in place</p>	<p>We have well developed and comprehensive workforce plans that take account of current and future staffing, succession and absence planning.</p> <p>We have a good understanding of the current and future staffing requirements within community justice services and in key partnership coordination and leadership roles. This ensures the right number of staff, with the right balance of skills are available to deliver high quality community justice services.</p> <p>We have effective strategies in place to address staff retention.</p>	<p>We do not pay sufficient attention to workforce planning to sustain the delivery of community justice services. There is an absence of workforce plans, or the plans that do exist are ineffective in identifying and prioritising staffing needs.</p> <p>Staffing levels are insufficient across services to maintain the delivery of consistently high-quality services. Continuity and stability in key coordinating and leadership roles in the partnership is having a negative impact.</p> <p>We lack effective strategies to ensure staff retention.</p>
<p>Principles of equality and fairness underpin robust recruitment practices</p>	<p>Our recruitment is conducted in an open, fair, and competitive manner aligning skills, aptitudes, and experiences of applicants to clearly defined selection criteria.</p> <p>Recruitment of staff includes appropriate input from people with living experience of community justice.</p> <p>Within and across our services, safer recruitment procedures are in place, including vetting of staff who have contact with vulnerable people. We have robust arrangements in place to ensure that these are applied consistently.</p>	<p>Our recruitment practices are inconsistent and do not assure safe recruitment or match skills and knowledge as defined in the selection criteria.</p> <p>Recruitment challenges mean we have insufficient levels of staff across services.</p> <p>Policies and practices are ineffective in recruiting and retaining staff leading to unfilled vacancies. We recognise the need to apply safer recruitment procedures but do not have arrangements in place to ensure that that this is done consistently.</p>

Key factors – extent to which	Very good illustration	Weak illustration
There is effective multi-disciplinary and joint working	<p>Staff teams within our services have a range of skills, knowledge and experience and deliver high quality services. They hold strong professional expertise that they share and benefit from in their work with colleagues.</p> <p>Staff work well together to achieve the stated aims and have a shared vision. Joint working and multi-disciplinary teamwork is effective in promoting collaboration and delivering high-quality services.</p> <p>National partner organisations have strong links with community justice partnerships through local representatives.</p>	<p>We lack commitment or a clear strategy to provide appropriate joint training to ensure a competent and able workforce. Within services, not enough attention has been given to ensure staff 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.</p> <p>Staff lack confidence in joint 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.</p>

Possible evidence to consider:

- Recruitment and retention strategies
- Reviews of HR policies, job descriptions, specifications
- Training needs analyses
- Training programmes
- Workforce strategy
- Staff surveys
- Senior management meetings with staff
- Policies for safer recruitment and their implementation.
- Grievance procedures and analysis of its use by staff.
- Evidence from relevant quality model

Quality Indicator 7.2 – Staff development and support

Key factors – extent to which	Very good illustration	Weak illustration
<p>The workforce is competent and confident</p>	<p>We have established a positive culture and supportive work environments across community justice services. Staff are supported, supervised and accountable for their work. They seek help and advice when they need it and are encouraged to exercise initiative and professional judgement.</p> <p>Our appraisal processes are effective and well embedded to ensure professional competence on a routine basis. These are used to develop the skills and competence of the community justice workforce.</p> <p>We have a skilled, trauma-informed, and trauma-responsive workforce who are competent and confident to deliver high-quality services to people involved in or affected by community justice.</p> <p>Staff are clear on the standards expected of them and there are procedures in place when these are not adhered to.</p>	<p>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.</p> <p>Staff do not have access to an appraisal process that links to their role and function within community justice. They do not feel engaged in the development of community justice services.</p> <p>While staffing standards exist, these are not comprehensive enough and are not applied consistently.</p>

Key factors – extent to which	Very good illustration	Weak illustration
<p>Learning and development opportunities are effective</p>	<p>Our workforce planning and development strategies provide high quality, flexible and accessible learning and development opportunities aligned to national and local priorities. Joint training is provided on a regular and planned basis.</p> <p>When starting a new job, staff have a comprehensive induction which includes organisational information and is tailored to their role.</p> <p>As people progress in their role, opportunities to develop to gain new skills knowledge and experience are readily available.</p> <p>We ensure that 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.</p> <p>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.</p>	<p>Our workforce planning and development strategy does not align to current national and local priorities. There is a lack of commitment or clear strategy to provide appropriate joint training to ensure a competent and able workforce.</p> <p>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.</p> <p>We have 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 undertake their role effectively and this limits developments in their practice. The impact of training is not well known.</p> <p>Policies and practices are ineffective in retaining staff leading to unfilled vacancies.</p>

Key factors – extent to which	Very good illustration	Weak illustration
<p>Advice, guidance and support for staff is effective</p>	<p>We have developed a strong learning ethos in which reflection and learning are valued. There is learning from research findings, learning reviews and examples of good practice.</p> <p>Staff benefit from sound professional guidance and supervision, challenge, and support. They are provided with opportunities to learn and are encouraged and empowered to improve and develop.</p> <p>Staff are encouraged and supported to access the learning and development opportunities available to them and have protected time and the necessary resources.</p>	<p>Practice is highly variable and the level of support and advice to address this is limited with poor practice often going unchallenged.</p> <p>Staff do not benefit from quality supervision and guidance, challenge, and support.</p> <p>Opportunities to benefit from research, learning reviews and good practice is limited and not valued.</p>

Possible evidence to consider:

- Workforce planning and development strategies
- Training needs analyses
- Training programmes
- Induction programmes
- Training evaluations and feedback
- Staff appraisal policy and procedure
- Staff supervision policy and procedure
- Staff training records
- Supervision records
- Staff surveys

Key area 8: Partnership and resources

This section considers the extent to which partners are innovative in their approaches to designing and delivering high-quality services in the most sustainable and resource-efficient way. It is concerned with the approach of partners to identifying and deploying available resources in a way that demonstrates sound resource management that achieves best value. It focuses on the effectiveness of joint strategic commissioning arrangements to achieve 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. This section also considers how well self-evaluation is planned and co-ordinated and whether it is effective in leading to improved outcomes.

Quality Indicator 8.1 – Effective use and management of resources

Key factors – extent to which	Very good illustration	Weak illustration
Partners effectively leverage available resources	<p>A robust, risk and need analysis has been undertaken by community justice partners. We routinely use up-to-date local data to inform our understanding of local communities. Consideration is given to the benefits of working across organisational and geographical boundaries. We have successfully mapped our available collective resources. We demonstrate a clear rationale for leveraging resources and can demonstrate their success.</p> <p>We are taking evidence-led and best practice approaches and actions to combine available resources to ensure effective delivery of sustainable services.</p> <p>We are proactive in leveraging available resources by pulling together and re-creating services based on need. We are proactive in reshaping services by identifying opportunities to 'spend to save' and avoid duplication.</p> <p>Robust, cost-effective resource planning is in place and is achieving positive changes in service delivery.</p>	<p>We have not undertaken an analysis of need, risk, and cost. We recognise the benefit of leveraging available resources but have not yet put this into practice to improve services. The potential benefits of working across organisational and geographical boundaries has not been considered or pursued.</p> <p>We have not yet mapped our collective resources to identify opportunities to improve efficiency and effectiveness. Where we have combined resources, it is primarily driven by financial savings rather than a clear rationale to provide better quality services.</p> <p>Resource planning to inform changes in service provision lacks rigour. Maximising community assets has not been considered.</p>

Key factors – extent to which	Very good illustration	Weak illustration
Partners can evidence joint deployment and expenditure of resources	<p>There is a joint approach to the deployment of resources. We can demonstrate how our collective management and deployment of resources is tackling inequality and reducing demand for specialist services.</p> <p>We have maximised opportunities to pool resources through sharing staff, expertise, information, property and finances. This approach is ensuring strong collaboration and achieving important economies of scale.</p> <p>We keep each other well-informed about resources.</p>	<p>We do not have a joint approach to identifying and deploying available resources.</p> <p>Our information-sharing and collective decision-making is not sufficiently robust. Opportunities to make best use of available resources are overlooked.</p> <p>There is limited evidence of the quality or effectiveness of services improving as a result of joint deployment and expenditure of resources.</p>
Partners are achieving best value	<p>We are achieving best value and can demonstrate sound resource management. We understand and accommodate financial constraints. We can demonstrate a rigorous and collaborative approach to implementing best value.</p> <p>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.</p>	<p>We are inconsistent in jointly reviewing services to achieve best value. Cost and resource constraints are not managed effectively.</p> <p>Our resource planning focuses too much on the bottom line without paying sufficient attention to service quality and the impact on people using services.</p>

Possible evidence to consider:

- Strategic strengths and needs assessment
- Alcohol and Drug Partnership strategy
- Mental Health Strategy
- Local MAT standards
- MAPPA initiatives
- VAWG strategies
- Restructuring plans
- Funding applications
- Joint resourcing
- Reports from relevant working groups
- Data from third sector partners
- Integrated service delivery approaches
- Participatory budgeting approaches
- Supporting evidence gathered for CJPF reporting – Local Evidence No.: 7,8,17.

Quality Indicator 8.2 – Commissioning arrangements

Key factors – extent to which	Very good illustration	Weak illustration
<p>Direct provision and purchased services are balanced</p>	<p>Our approach to commissioning services is based upon a comprehensive strategic needs and strengths assessment and the key priorities are outlined in strategic plans. Plans are analysed and updated to reflect current and future needs.</p> <p>Service provision is based on a mixed economy approach that demonstrates a rationale for achieving an appropriate balance between direct provision and purchased services, and universal, targeted and specialist services.</p> <p>There is a shift in focus to early intervention and prevention services to ease future demand.</p>	<p>Our approaches to developing a shared, strategic approach to commissioning are at an early stage.</p> <p>Commissioning is not informed by a comprehensive understanding of need, and we are not well enough informed about resources and capacity.</p> <p>There is limited evidence of a rationale to inform the mixed economy of provision.</p>
<p>Funding and commissioning arrangements are effective</p>	<p>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.</p> <p>Stakeholder contribution and involvement, in particular third sector partners, is at the heart of our approaches to developing strategic commissioning.</p> <p>Close working with people who use services is embedded in our approach to commissioning of services.</p>	<p>Our approaches to commissioning are inconsistent and provide limited assurance of competitive neutrality among providers in the public, voluntary and independent sector.</p> <p>There is limited evidence of efforts to develop jointly funded commissioned services.</p> <p>There is a lack of contribution and involvement of stakeholders or people who use services to inform future commissioning of services.</p>

Key factors – extent to which	Very good illustration	Weak illustration
Monitoring and reviewing of quality is robust	<p>We can show that robust monitoring and reviewing systems ensure that commissioned services are delivered efficiently and effectively.</p> <p>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 the justice system. We make good use of the CJPF and CJS Improvement Tool to improve performance reporting.</p> <p>We proactively seek out the views of people who use services to help inform future intentions for commissioning.</p>	<p>Monitoring and review processes are not flexible enough to capture relevant data. As a result, we cannot be sure whether an efficient and effective service is being provided.</p> <p>Services are commissioned to meet gaps in service or contracts are renewed without a thorough review of overall need.</p> <p>There are limited examples of approaches to gathering the views of people who use services to inform future commissioning plans.</p>

Possible evidence to consider:

- Strategic commissioning plans
- Strategic needs and strengths assessment
- Contracts
- Performance reports
- Consultations
- Feedback from third sector partners
- Supporting evidence gathered for CJPF reporting – Local Evidence No.: 7,8,17.

Quality Indicator 8.3 – Securing improvement through self-evaluation

Key factors – extent to which	Very good illustration	Weak illustration
<p>Self-evaluation is prioritised, planned, and co-ordinated</p>	<p>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 and outcomes.</p> <p>Performance reporting information is used effectively to identify key priority areas for self-evaluation activity.</p> <p>We plan and co-ordinate proportionate single agency and joint self-evaluation activity based on manageable priorities.</p> <p>Robust evidence and auditing systems are in place to support valid self-evaluation.</p>	<p>We do not plan or co-ordinate self-evaluation activity together and are not yet able to identify priority areas for self-evaluation.</p> <p>Our partnership lacks the maturity to be able to challenge each other to be more successful.</p> <p>We do not know ourselves well enough to know what we do well and how to improve.</p> <p>Performance management information is of limited value and provides little robust evidence.</p>
<p>Self-evaluation is informed by meaningful involvement of key stakeholders.</p>	<p>People accused and convicted of offences, people affected by crime, and staff 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.</p> <p>Staff are encouraged to undertake self-evaluation of their work and are supported to do this.</p> <p>Mechanisms are in place to provide feedback on how involvement influences self-evaluation.</p>	<p>We seek the views of people using services but do not do this systematically, or use the evidence gathered well enough as part of self-evaluation.</p> <p>There is limited involvement or awareness of self-evaluation by staff.</p>

Key factors – extent to which	Very good illustration	Weak illustration
<p>Self-evaluation informs and leads to improvement and development</p>	<p>Self-evaluation focuses strongly on improving outcomes. We are successfully achieving notable and tangible improvements as a result of self-evaluation.</p> <p>Results of self-evaluation are used to identify key priorities. These are communicated clearly and acted upon. Community justice partners clearly communicate the improvement priorities as a result, staff understand what they need to do to improve the quality of their work.</p> <p>We are building the capacity of staff to secure change and improvement through self-evaluation.</p>	<p>We can demonstrate some improvements in the quality of processes and systems, but not improvement in wellbeing or outcomes for people accused or convicted of offences, and people affected by crime.</p> <p>Self-evaluation continually identifies the same areas for improvement. We make plans to improve but these are largely ineffective.</p> <p>Staff remain unconvinced on the benefits of self-evaluation in achieving improvement.</p>

Possible evidence to consider:

- Community justice outcome improvement plan
- Local outcome improvement plan
- Learning from Serious Incident Reviews and Significant Case Reviews
- Self-evaluation framework
- Benchmarking activities
- Inspection and scrutiny reports
- Improvement plans
- Staff surveys
- Findings from self-evaluation activities
- Annual reports
- Supporting evidence gathered for CJPF reporting – Local Evidence No.:1,2,9,10,20,21.

How good is our leadership?

Key area 9: Leadership and direction

This section relates to the commitment and effectiveness of leaders in fulfilling their statutory responsibilities to deliver high-quality community justice services which improve experiences and outcomes for people accused or convicted of offences, and people affected by crime. It looks at how well leaders collaborate in promoting a shared vision, values and culture. It focuses on collaborative leadership to plan and direct the efficient and effective delivery of community justice services. It also examines how well leaders are driving forward improvement and change. It takes account of how well leaders are adapting to new environments and negotiating complex partnerships.

Quality Indicator 9.1 – Vision, values and aims

Key factors – extent to which	Very good illustration	Weak illustration
<p>Partners share a coherent vision to achieve the best possible outcomes for people with living experience of community justice</p>	<p>We share ambitious local objectives that clearly align 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.</p> <p>A clear and shared vision connects key plans to our local outcome improvement plan, community justice outcome improvement plan and joint operational plans and policies.</p> <p>The community justice outcome improvement plan is aspirational, clearly setting out which national outcomes are a priority for action and identifies what needs to be done to achieve or maintain locally determined outcomes.</p>	<p>Local plans for community justice do not focus sufficiently on outcomes and lack collective ownership.</p> <p>The separate aims of partners are reflected in the community justice outcome improvement plans but we have yet to reach a joint approach to implementation.</p> <p>Links between the vision for community justice and community justice outcome improvement plan and local outcome improvement plans are not clear.</p>
<p>Partners include people with living experience of community justice in shaping the vision, values and aims</p>	<p>Our local vision for community justice is co-produced. It is developed in consultation with, and the active involvement of, a wide range of staff and stakeholders including people who are accused or have been convicted of offences, people affected by crime.</p> <p>There is collective ownership of ambition and aspirations. This is revisited at regular periods to reinforce the national and local vision and values.</p>	<p>Our vision has limited relevance to community justice services and lacks ambition. We have too few opportunities for staff, stakeholders, people who have committed offences, and people affected by crime to be involved in developing the vision.</p> <p>The vision is seldom referred to and infrequently used in determining a joint purpose or planning.</p>

Key factors – extent to which	Very good illustration	Weak illustration
Equality and inclusion are ensured	Our shared 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 policy and procedures, nor always evident in practice. Staff are committed to embedding equality and inclusion in their work, but it is not always evident in practice.

Possible evidence to consider:

- Local outcome improvement plan and the community justice outcome improvement plan
- Senior managers' communication with the workforce about professional standards
- Examples of how senior leaders have communicated their vision for community justice
- Employee surveys that demonstrate employees understand the vision
- Communication from people accused and convicted of offences, and people affected by crime that demonstrates they have been involved in developing the vision, values and aims
- Feedback from people accused and convicted of offences, their families, victims of crime and community members
- Supporting evidence gathered for CJPF reporting – Local Evidence No.: 22,23.

Quality Indicator 9.2 – Leadership of strategy and direction

Key factors – extent to which	Very good illustration	Weak illustration
<p>Leaders collaborate to plan and direct the delivery of effective community justice services</p>	<p>We have a clear and coherent approach to community justice outcome improvement. This includes joint and integrated services and involves all relevant partners. This ensures accountability and responsibility for the direction of services.</p> <p>There is a clear and coherent approach between all of our statutory partners and the third sector on the development of current and future community justice services.</p> <p>Our leadership is collaborative, and we work effectively to drive local strategy and vision in line with national priorities. Leaders set demanding but realistic targets and provide a high level of support to ensure these are achieved.</p> <p>Third sector organisations are fully involved in the planning, development, and delivery of services. Partners identify and share resources and make transparent and evidence-based decisions on the allocation of resources.</p> <p>We jointly monitor effectiveness and prioritise activities that are successful in delivering and sustaining measurable outcomes.</p>	<p>Our approach to community justice outcome improvement lacks clarity, focus and cohesive partner involvement. Collective accountability and responsibility for leading community justice services is not well developed.</p> <p>Relationships between statutory partners and third sector partners are underdeveloped.</p> <p>Partnerships with third sector organisations are not well enough developed to take advantage of opportunities to share resources. There is limited analysis of the risks and benefits of change.</p> <p>We have not yet achieved sufficient levels of trust to support quick and decisive decision making. This undermines our approaches to drive improvement and change.</p>

Key factors – extent to which	Very good illustration	Weak illustration
<p>Leaders effectively manage transitional change</p>	<p>Leaders successfully steer services through the challenges associated with achieving the right balance between stability and change. Partners sustain what is working well while leading change for improvement.</p> <p>We can demonstrate sound analysis and rationale for our improvement priorities. Partners demonstrate sound cost and benefit analyses alongside a clear rationale for what needs to change and what should remain the same.</p> <p>We have successfully achieved full implementation of the community justice model and can demonstrate positive, sustainable outcomes.</p>	<p>Our analysis of risks and benefits of change is limited.</p> <p>Our focus on outcomes gets lost when leadership is focused on making changes within individual services, rather than change through integrated and joint approaches.</p> <p>Progress and pace to fully implement the expectations of community justice is slow.</p>

Possible evidence to consider:

- Plans including the community justice outcome improvement plan
- Staff surveys
- Committee reports and board papers
- Minutes of partnership planning meetings
- Stakeholder surveys
- Third sector feedback
- Focus groups
- Consultations
- Supporting evidence gathered for CJPf reporting – Local Evidence No.: 22,23.

Quality Indicator 9.3 – Leadership of people

Key factors – extent to which	Very good illustration	Weak illustration
<p>Partners develop leadership capacity</p>	<p>Our culture of collaborative working ensures that we have a shared understanding of the role all staff must play in delivering high-quality services. We can demonstrate very effective leadership skills in motivating others. Leaders at all levels enable staff to be confident in exercising their initiative, taking responsibility and adopting lead roles.</p> <p>Leaders adopt appropriate leadership styles and demonstrate strong leadership across partner organisations to motivate staff to provide the best community justice services. We have built leadership capacity across our workforce and secured positive working relationships.</p>	<p>There are important gaps in leadership to motivate others and there is a culture of dependency that inhibits staff at all levels from exercising initiative.</p> <p>There is confusion in the different roles staff undertake and a lack of clarity around the ownership and leadership of important initiatives.</p>
<p>Partners build and sustain relationships</p>	<p>A positive ethos and culture promote successful partnerships and a supportive working environment. We have highly visible leadership and effective methods to communicate with staff which are accessible and responsive.</p> <p>Our leaders consistently model, support and develop good partnership working. Leaders promote an empowering culture where staff at all levels, in all partner organisations, understand their contribution to community justice.</p> <p>The management teams across partners work effectively with each other, contributing to positive working relationships and improving the quality of services.</p>	<p>We have not done enough to promote positive working relationships. 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.</p> <p>Partnership working is underdeveloped, and leaders are not actively taking steps to improve this. Leaders are not effectively ensuring that staff at all levels, in all partner organisations, understand their contribution to community justice.</p>

Key factors – extent to which	Very good illustration	Weak illustration
Collaborative working promotes high levels of performance	<p>Leaders foster a culture of collaborative working where management teams work closely and purposefully with each other.</p> <p>Staff understand the benefits of multi-agency working and demonstrate this is their own practice. We recognise achievement and celebrate success.</p> <p>Work is appropriately delegated, and staff are successfully empowered to work effectively together to improve outcomes for people with living experience of community justice.</p>	<p>There is an insufficient commitment to collaborative working despite an emphasis on the importance of effective working relationships. Work is not appropriately delegated, and staff are not effectively empowered to work together.</p> <p>Teamwork often lacks focus and has limited impact on improving outcomes. Achievements and successes within teams are rarely recognised or praised.</p>

Possible evidence to consider:

- Communication with staff and stakeholders
- Staff surveys
- Stakeholder surveys
- Staff focus groups
- Quality and standards reports
- Inspection reports
- Partnership improvement objectives
- Progress reports on improvement objectives
- Learning and development plans
- Supporting evidence gathered for CJPF reporting

Quality Indicator 9.4 – Leadership of improvement and change

Key factors – extent to which	Very good illustration	Weak illustration
<p>Partners are continuously improving</p>	<p>We have created a culture of reviewing services and planning improvements. There is a commitment and focus on improving the quality of services. We constantly explore new ways of increasing our capacity for improvement through self-evaluation.</p> <p>We conscientiously evaluate whether changes made are delivering the required results. Leaders make sure successes act as a catalyst to implement further improvements in the quality of services.</p> <p>Reliable evidence about performance, outcomes and effective practice guides strategic direction.</p>	<p>Our approaches to improvement do not sufficiently demonstrate the impact of implemented changes and planned improvements.</p> <p>We do not have a strong enough focus on self-evaluation to help us know how well we are performing. Strategic direction is not being guided by reliable evidence about performance and outcomes.</p> <p>Partners do not readily understand when systems and practices need to be adjusted or changed and are slow to take corrective action.</p>
<p>Partners use learning to drive change and improvement</p>	<p>Leaders drive change for improvement in service quality and efficiency. We routinely identify good practice in joint planning, commissioning, and service delivery.</p> <p>We empower staff to be creative together and we are highly motivated to learn from others.</p> <p>We are confident in adapting and embedding best practice from elsewhere to meet needs and improve quality.</p> <p>We explore new ways of working through applying findings from reviews, research and scrutiny.</p>	<p>There is awareness of good practice in individual services, but partners are not fully sighted on good practice through integrated working.</p> <p>We rarely look outside our own services or partnership to learn from elsewhere or to identify and disseminate best practice.</p> <p>We have put in place several successful but time-limited initiatives. However, the learning from these is not embedded in practice change more widely.</p>

Key factors – extent to which	Very good illustration	Weak illustration
Partners design services in response to identified needs, risks and priorities	<p>We use proven models and promote evidence-based approaches to change management. We use outcome-focused models to inform service design based on community needs. We are adapting to new environments and skilfully negotiating complex partnerships to deliver better outcomes for people with living experience of community justice and their communities.</p> <p>We can demonstrate significant improvements and sustainable positive change. Radical change in service models, structure, culture, and management is delivering improvements in outcomes for people with living experience of community justice.</p>	<p>We do not have an agreed joint approach to successfully delivering change. Often, the primary focus for leaders is on the need to make financial savings rather than on improving outcomes for people with living experience of community justice.</p> <p>We do not always clearly communicate the rationale for change and do not ensure that they take staff with them. Staff are not supported to be creative or innovative. Silo working continues without efforts to adjust for the better.</p> <p>Leaders across services do not work closely together to enhance capacity for improvement. The pace of change is slow, and progress is not always sustained. Changes in service models, structure, culture and management are not delivering improvements.</p>

Possible evidence to consider:

- Meeting with leaders, senior managers, elected members and board members
- Inspection reports
- Learning from complaints
- Service progress reviews on improvement objectives
- Action plans following inspections, learning reviews and significant case reviews
- Quality assurance policy
- Standards and quality reports
- Nationally and locally reported statistics
- Stakeholder questionnaires
- Staff surveys
- Staff focus groups
- Supporting evidence gathered for CJPF reporting

Key area 10: What is our capacity for improvement?

This high-level self-evaluation question requires partners to reach an overall judgement on their collective capacity for improvement. This requires consideration of all the evidence and evaluations across the relevant quality indicators which have informed the self-evaluation activity.

The judgement is forward looking, but also takes account of contextual factors that might influence community justice partners' overall capacity to improve, such as national drivers, financial pressures and political, structural and policy changes. Partners need to take account of organisational cultures as well as their individual and collective ability to respond to change and be creative and innovative in delivering continuous improvement.

Partners need to consider the robustness of their strategic approach, the strength of their oversight and governance, and the effectiveness of collaborative working. Any judgement about the capacity for improvement hinges on how well partners know themselves and the extent to which they can reliably demonstrate:

- Improvement in the life chances and outcomes of people with living experience of community justice
- Equality of access to services and quality interventions to support desistance
- Effective leadership and management
- Effective approaches to quality improvement and previous responses to scrutiny findings and evaluations
- Self-evaluation is rigorous and robust, involves all partners, staff and stakeholders and drives long term plans to improve outcomes for people accused and convicted of offences, and people affected by crime
- The voice of people with living experience of community justice is heard and their views are central to improvement planning
- Strategic priorities are developed together with local partners, staff, and stakeholders
- Plans contain clear and robust measurable actions
- Partners have a clear vision for implementing change and the capacity and resources to implement required improvements
- Performance data captures improved outcomes for people accused and convicted of offences, and people affected by crime

Possible evidence to consider:

- Plans, including the community justice outcome improvement plan, justice services plan, public protection committee plan
- Improvement plans and responses to scrutiny and inspection
- Research studies, reviews and reports
- Performance and audit reports
- Self-evaluation and quality assurance processes
- Surveys, including staff, stakeholder and service users

Appendix 1 –The six-point scale

6	Excellent	Outstanding or sector leading
5	Very Good	Major strengths
4	Good	Important strengths, with some areas for improvement
3	Adequate	Strengths just outweigh weaknesses
2	Weak	Important weaknesses – priority action required
1	Unsatisfactory	Major weaknesses – urgent remedial action required

An evaluation of **excellent** describes performance which is sector leading and supports experiences and outcomes for people which are of outstandingly high quality. There is a demonstrable track record of innovative, effective practice and/or very high quality performance across a wide range of its activities and from which others could learn. We can be confident that excellent performance is sustainable and that it will be maintained.

An evaluation of **very good** applies to provision that demonstrates major strengths in supporting positive outcomes for people. There are very few areas for improvement. Those that do exist will have minimal adverse impact on the experiences and outcomes of people receiving a justice service. An evaluation of very good represents a high standard of performance, therefore it is appropriate to continue the delivery of service without significant adjustment.

An evaluation of **good** applies to performance where there is a number of important strengths which, taken together, clearly outweigh areas for improvement. The strengths will have a significant positive impact on people's experiences and outcomes. However improvements are required to maximise wellbeing and ensure that people consistently have experiences and outcomes which are as positive as possible.

An evaluation of **adequate** applies where there are some strengths, but these just outweigh weaknesses. Strengths may still have a positive impact but the likelihood of achieving positive experiences and outcomes for people is reduced significantly because key areas of performance need to improve. Performance which is evaluated as adequate may be tolerable in particular circumstances, such as where a service or partnership is not yet fully established, or in the midst of major transition. However, continued performance at adequate level is not acceptable. Improvements must be made by building on strengths while addressing those elements that are not contributing to positive experiences and outcomes for people.

An evaluation of **weak** will apply to performance in which strengths can be identified but these are outweighed or compromised by significant weaknesses. The weaknesses, either individually or when added together, substantially affect people's experiences or outcomes. Without improvement as a matter of priority, the welfare or safety of people may be compromised, or their critical needs not met. Weak performance requires action in the form of structured and planned improvement by the provider or partnership with a mechanism to demonstrate clearly that sustainable improvements have been made.

An evaluation of **unsatisfactory** will apply when there are major weaknesses in critical aspects of performance which require immediate remedial action to improve experiences and outcomes for people. It is likely that people's welfare or safety will be compromised by risks which cannot be tolerated. Those accountable for carrying out the necessary actions for improvement must do so as a matter of urgency, to ensure that people are protected, and their wellbeing improves without delay

Appendix 2 – Some of the terms we use

Outcomes are defined as what matters to people using services, as well as the end result or impact of activities, and can be used to both determine and evaluate activity. The ability to demonstrate outcomes requires clear targets to be in place that allow progress and achievements to be measured or demonstrated.

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 feel and how this makes 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 best practice. This 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 journey** is the experiences that a person has within community justice, from the first point of contact with any services through to their end-point experience. The journey considers all experiences the person encounters when they are involved with all aspects of community justice.

People with living experience of community justice are people who have an experience of community justice in any capacity or at any stage of life.

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

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 people with living experience of community justice, families, third sector, victim support services, local businesses or enterprises and communities.

Tangible results are outcomes that you are able to see and are measurable. They are the results that make a real, positive difference in a person's life.

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 an important consideration in striving for continuous improvement.

The term **protected characteristics** refers to characteristics where evidence shows there remains significant discrimination. These are: age, disability, sex, pregnancy and maternity, gender reassignment, sexual orientation, race, religion or belief, and marriage and civil partnerships.

The term '**victims of crime**' in this guide refers to anyone who has been a victim of crime, including the family members/next of kin of people who have been victims of crime. While victims of crime is used as term here for clarity, it is acknowledged that some individuals might prefer other terms such as a 'person affected by crime' or 'survivor'.

Appendix 3 – How partners can use the self-evaluation guide

Quality improvement framework

The quality improvement framework is designed to help with evaluating and improving the quality of community justice services. Partners should use the framework to enable professional reflection on practice within and across services. Where best practice is identified, it should be celebrated, and shared with others. If impacts and outcomes are not as good as expected, the source of the issues can be identified by 'taking a closer look' at a particular theme or topic using some selected indicators. This proportionate approach allows a focus on areas of priority, rather than routinely covering all aspects of work.

The quality improvement framework in this guide is framed around six key questions which are broken down to 10 key areas of focus for evaluation and improvement. The framework assists community justice partnerships to answer the following questions.

- **What outcomes have we achieved?**
- **How well do we meet the needs of people and our staff?**
- **How good is our delivery of community justice?**
- **How good is our management?**
- **How good is our leadership?**
- **What is our capacity for improvement?**

At the start of each new section is an outline statement which is aimed at ensuring partners are clear about what should be considered when undertaking self-evaluation of this key area of community justice.

Key Area 6: Policy, service development and planning

This section relates to operational and strategic management of community justice services. It considers the extent to which partners individually and collectively are fulfilling their statutory duties in relation to community justice. It focuses on how well policies and procedures reflect the vision, values, and aims for community justice and support effective joint working. It looks at the effectiveness of collaborative service development and planning to deliver high quality community justice outcome improvement plans that are informed by a clear understanding of local need. It considers how well people accused or convicted of offences, people affected by crime, and other stakeholders are involved in service planning and development. It relates to the effectiveness of performance management and quality assurance mechanisms to ensure high standards of service delivery.

Under each key question there are a number of quality indicators. These have been developed to help answer the key questions. The quality indicator, or combination of quality indicators, to be considered will depend on the self-evaluation question(s) the partnership wishes to answer.

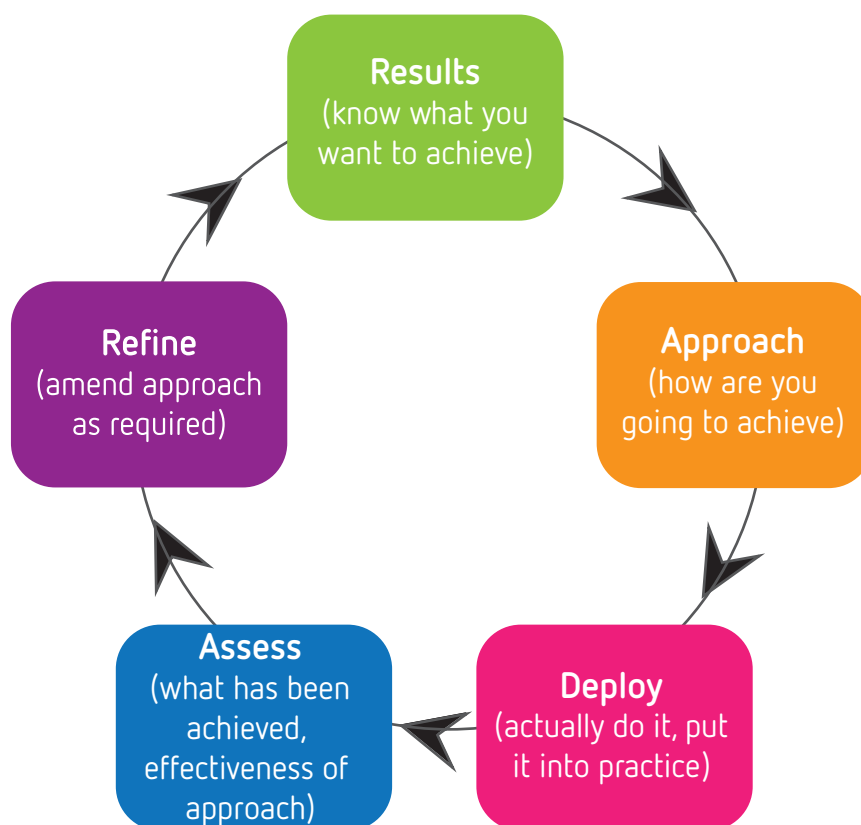
Each quality indicator has a small number of **key factors** to consider, and **illustrations** describing what very good and weak practice can look like, to help gauge the quality of services.

Quality Indicator 6.1 – Policies, procedures and legal measures

Key factors – extent to which	Very good illustration	Weak illustration
<p>Key factors → Partners are fulfilling their statutory duties within community justice</p>	<p>We have a clear understanding of statutory functions under the Community Justice (Scotland) Act 2016 and other relevant legislation.</p> <p>Partners demonstrate a collective understanding of each other’s responsibilities.</p> <p>Agreed collective partner priorities and values are underpinned by very sound knowledge and commitment to fulfilling statutory obligations, regulations, standards, guidance, and codes of practice.</p> <p>There is routine and robust engagement with third sector partners. Clear structures, processes and mechanisms support effective engagement and communications.</p> <p>Partners fully consider equality and human rights issues in all aspects of community justice business.</p>	<p>Partners lack familiarity with responsibilities under the Community Justice (Scotland) Act 2016 and are not well sighted on each other’s role and responsibilities.</p> <p>Practice standards and statutory duties are met to a minimal standard and there are inconsistencies in the ways in which legislation and guidance is implemented.</p> <p>Engagement with third sector partners has not been taken forward.</p> <p>Partners fail to properly consider equality and human rights issues when undertaking their statutory community justice duties. Insufficient attention is given to all relevant strands of legislation when dealing with complex issues.</p>
<p>Illustrations →</p>		

The illustrations are indicative and not designed to be used as checklists. They build upon those contained within the previous self-evaluation guide, developed in consultation with stakeholders. They reflect an emphasis on impact, outcomes and the experiences of people with a living experience of community justice services. They are informed by national guidance and relevant standards, including the Health and Social Care Standards which seek to improve services by ensuring that the people who use them are treated with respect and dignity and that their basic human rights are upheld.

The Care Inspectorate uses a six-point scale to evaluate strengths and confirm areas for improvement. This scale can be used by community justice partners when undertaking self-evaluation to gauge and benchmark performance. The scale is detailed in Appendix 1. There are different ways to approach using the guide. Adopting a RADAR (Results, Approach, Deploy, Assess, Refine) logic model is one helpful way. This provides a structured approach to questioning performance of an organisation or partnership and will assist robust self-evaluation.



Source: developed from EFQM model

Another way could include this four-step process.

1. Partners can address the quality indicators by making a confidence statement based on the assessment of their performance under each of the quality indicators. This would include what they see as strengths and areas for improvement.
2. In doing this, partners need to consider what evidence they have to support their performance statement. As part of the self-evaluation partners should draw on what is already in existence and not have to find, develop, or create new evidence. If there is an absence of evidence to support the statement made, then they may wish to reconsider and reflect on the veracity of the confidence statement. By considering what evidence there is to support the confidence statement, partners can reflect and amend step one as appropriate.
3. Once the process has been completed, partners can apply an evaluation using the illustrations and the six-point scale as a guiding reference.
4. An action plan or improvement plan can be drawn up to take forward improvement actions that come from the self-evaluation.

What is meant by 'evidence'?

The process of robust self-evaluation will require resources such as staff and time to deliver a high-quality product that will help partners in their continuous improvement. In doing this, it is important that partners draw on reliable evidence to support their collective statements and evaluations. However, partners should not have to create and develop new evidence. If it is not in existence, then that may be one of the learning points and areas for improvement.

Evidence can come in many forms and be pulled from a wide range of sources. Taking an innovative approach, that considers evidence that may not be from the most obvious sources, can be helpful. We have suggested possible evidence at each quality indicator but there is no prescriptive or exhaustive evidence list that we can provide as each local area is different. These lists of possible evidence also make a direct link to the CJPf and the Improvement Tool.

Other resources: https://www.careinspectorate.com/images/documents/5866/Self_evaluation_for_improvement_-_your_guide.pdf

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